



**King County**

# King County Employee Survey - 2012

***Department Results and Analysis***  
*Department of Development and Environmental Services*



***Prepared by Communication Resources Northwest***

# KING COUNTY EMPLOYEE SURVEY – 2012

## Department Results and Analysis

### Department of Development and Environmental Services

#### Table of Contents

Summary .....	1
Key Findings .....	1
Interpretation of Results .....	3
Creating Strong, Composite Measures .....	3
Understanding the Employee Experience .....	4
Survey Design .....	5
Survey Distribution .....	5
Quality Control .....	5
Response Rates .....	6
Missing Data .....	6
Response Rates by Employee Demographic .....	6
2009–2012 Comparison .....	9
Overall Results .....	10
Overall Job Satisfaction .....	10
Work Environment .....	12
Mission and Goals .....	14
Personal Development and Achievement .....	16
Resources and Decision-Making.....	18
Teamwork.....	20
Communication .....	21
Continuous Improvement .....	22
Customer Service.....	24
Performance Communication .....	26
Supervision .....	28
Management .....	30
Guiding Principles .....	32
Communication Preferences.....	34
Familiarity with King County Initiatives.....	35
Appendix	
A. King County 2012 Employee Survey (Paper Copy)	



## Summary

In March 2012, King County conducted its second survey of County employee perceptions. This survey gathered data from employees across a broad range of categories, including: overall satisfaction, characteristics of the work environment, performance feedback, supervision and management, and communication. In addition, the survey requested information about preferred methods of internal communication and familiarity with various organizational initiatives.

This report summarizes the findings for Department of Development and Environmental Services (DDES) from the 2012 survey, providing interpretation and analysis across the complete set of categories measured. The report also compares results with the 2009 employee survey data. Additionally, demographic results are reported to further understand key aspects of work as they differ across key employee characteristics. This may help DDES as they target their responses to these data.

In order to better understand the data presented in this report, it is important to highlight the tremendous amount of change that DDES employees have undergone recently. Lay-off notices were distributed to employees the same week that the county-wide survey was released, which is a continuation of a series of reductions. The workforce has been reduced by 45% in the last two years, and a total of 75% in the last decade. During the time-frame of the survey, discussions had recently begun with employees about plans for office relocation, which was going to present significant disruptions to employees, both professionally and personally. Change manifests in many different ways, and the data reported from this survey will help leadership better understand the most significant stress points in the organization and how they can better support employees through this period of change.

## Key Findings

- DDES employees have lower perceptions when compared with King County overall regarding their perceptions of management, guiding principles and their department's reflection of the King County guiding principles. This may be a reflection of employee circumstances at the time the survey was administered—including layoff notice distribution and a dramatic change in work location to new offices at a distant location.
- DDES employees are identified with their organization and provided a strong response rate for this survey, providing a high level of confidence in the results. Interestingly, unlike most of the rest of King County, those with more tenure are less satisfied than employees with less tenure.
- Employee satisfaction is about the same in 2012 as it was in 2009. Results in 2012 show a lower likelihood to recommend King County as a good place to work. DDES employees have a lower perception of knowing what is expected of them at work. They are also less likely to report feeling that their department uses employee feedback to improve service delivery or that DDES is open to new ideas. However, employees are more positive about the extent to which their work groups strive to provide high quality customer service.

- DDES employees are not as satisfied with their jobs when compared to King County employees overall. There is opportunity to improve employees' perceptions of recognition for good work, adequate resourcing, and overall supervision.
- Many employees are proud to work at King County, though only just over a third of DDES employees would recommend the County as a good place to work. While employees largely feel respected relative to their demographic group, there appears to be a relatively large (over 25%) pocket of dissatisfaction in this area. Further, employees are less positive about King County's support of work/life balance.
- DDES employees overwhelmingly believe that their work contributes to the success of King County and they are familiar with their department's mission and goals. However, employees do not largely believe that the mission and goals give direction to their work. Most employees do understand how their performance relates to their work group's goals and objectives.
- DDES employees feel highly overloaded with work and under resourced. However, most do feel that they have both the ability to make the decisions they need to in their jobs and feel their skills are well matched to job requirements.
- While DDES employees feel their teams work well with each other and with other King County groups, of potential concern is that they do not necessarily feel team problems are dealt with to avoid impacts to work performance.
- Perceptions of communication, particularly the adequacy of information employees feel they need to do their jobs, are extremely low and likely impacting lower job satisfaction for employees.
- DDES employees are lower in their perceptions of continuous improvement efforts with most reporting that the department could be more receptive to new ideas and better value employee suggestions. There is ample opportunity for improvement here, given that DDES employees perceive that quality is valued in the department.
- Conversely, DDES employees think their work groups strive to provide high quality customer service, despite lower scores in some of the areas between 2009 and 2012.
- DDES employees report much lower perceptions of performance communication, although not surprisingly, those who report having received a review in the last 12 months are much more satisfied than those who did not. Most employees report that superior performance could be made more of a priority at DDES.
- Employees at DDES are about as satisfied with their supervisors as other King County employees and are positive about the openness and honesty of supervisory communication. However, consistent with other findings in this research, DDES employees report lower perceptions regarding access to resources and the clarity of direction.
- Not surprisingly given recent changes at DDES, employees report lower perceptions of their management. This may be a result of recent changes in the department, as mentioned above.
- DDES employees see their department as service-oriented and professional, but not particularly innovative or collaborative.

## Interpretation of Results

The questions in the study were scaled using a five-point scale. Results are reported as means (averages), which reveal how the aggregate of employees responded. A review of the data in raw form reveals that most employees are not neutral in their perceptions. The vast majority responded with answers that were either positive or negative (percentage of truly “neutral” responses was less than 20%).

### INTERPRETATION OF SCORES

4.0 –5.0:	Positive
3.0 –3.9	Somewhat Positive
2.0 –2.9:	Somewhat Negative
1.0 –1.9:	Negative

There is no single question in the survey where the preponderance of employees answered “neutral.” However, many of the averages reported in these results are between 3.0 and 4.0. This does not mean employees are neutral in their perceptions. Rather, these averages are the result of the positive and negative “pulls” from employees answering either positively or negatively in varying degrees. Therefore, in interpreting these results, averages above 3.0 should be considered primarily positive, while averages below 3.0 should be considered primarily negative.

## Creating Strong, Composite Measures

The 59 questions in the survey were grouped logically and statistically into fourteen different composite measures<sup>1</sup>. These measures were created to enable a simpler and clearer way of understanding how employees experience their work environment. Further, these composite measures enable analyses to reveal the relationships among elements of the work environment and how the County might best target resources to have the greatest impact on the employee experience.

- **Employee Engagement** measured employee satisfaction, perceptions of recognition for good work, challenge of the work, supervision, and adequacy of resources to do one’s job.
- **Organizational Identification** measured employee perceptions of the value of his/her work to King County and how proud s/he is to work for the organization.
- **Customer Service** measured perceptions of how well an employee’s work group strives to provide good customer service and responds to the needs and expectations of customers.
- **Mission and Goals** measured employee connection to the mission and goals of individual work units and to the County’s strategic plan.
- **Professional Development** measured employee perceptions of the ability to learn and grow professionally, keeping skills current to meet job requirements.
- **Personal Capabilities** measured an employee’s perceptions of his/her capabilities to do the job and the extent to which s/he feels able to make necessary work-related decisions.

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<sup>1</sup> Reliability analysis was used to determine the internal consistency of the variables to make sure they were strong measures. Each of the core variables has an internal reliability coefficient of .70 or higher.

- **Respect** measured employee perceptions of respectful treatment by other employees and how the County supports a respectful and “neutral” work environment.
- **Tools and Resources** measured the extent to which an employee feels that they have both the tools and information necessary to do his/her job at King County.
- **Teamwork** measured employee perceptions of the effectiveness of the teams with which they work and the extent to which team problems are resolved appropriately to achieve common goals.
- **Supervision** measured employee perceptions of their supervisors across a range of common skills related to giving direction, access to resources, recognition for good work, and effective communication.
- **Performance Communication** measured employee perceptions of the sufficiency of performance feedback to drive performance improvement.
- **Continuous Improvement** measured how employees feel their suggestions for improvements are recognized as valuable and how they feel process improvements and quality are embraced by their work groups.
- **Management** measured employee perceptions of their management relative to vision, communication, leadership, and transparency.
- **Guiding Principles** measured employee perceptions of the extent to which their department embodies the core guiding principles in the King County Strategic Plan.

## Understanding the Employee Experience

These “composite” measures enable a clearer understanding of the broad range of employee responses in aggregate and across different demographics.

STUDY MEASURE	OVERALL AVERAGE	DDES AVERAGE
Organizational Identification	4.09	3.84
Personal Capabilities	3.87	3.68
Customer Service	3.80	3.58
Mission and Goals	3.76	3.54
Professional Development	3.68	3.29
Respect	3.66	3.43
Employee Engagement	3.59	3.31
Tools and Resources	3.51	3.20
Teamwork	3.48	3.22
Supervision	3.42	3.19
Guiding Principles	3.41	2.85
Performance Communication	3.36	3.05
Continuous Improvement	3.14	2.73
Management	3.00	2.32

DDES employees report somewhat lower perceptions than King County employees overall. Differences can be seen in perceptions of management, guiding principles, and departmental efforts towards continuous improvement. Though somewhat lower than the overall scores, DDES respondents report positive organizational identification.

## Survey Design

The 2012 Employee Survey included 59 questions about work and the work environment. Answers to all of these questions were quantitative, distributed on a five-point scale with '1' being low and '5' being high.

In addition, the survey asked for six categories of demographic information. Demographics were used to better understand employee perceptions as differentiated by key identifying characteristics within their organizations.

These demographics were not used to identify any particular individual's responses; rather, they were used to better understand significant differences across groups to better tailor different responses to the survey and recommend possible improvements across dimensions of the research.

### DEMOGRAPHIC "SPLITS"

- Departmental affiliation
- Representation status
- Position within department/division
- Tenure
- Work location
- Supervision responsibility

The survey was designed by starting with questions and questioning strategies from the 2009 survey. Care was taken to preserve many of the questions from the 2009 survey to enable comparisons of 2009 and 2012 survey results. New questions were added to measure perceptions of current County initiatives and priorities. In most cases, the 2012 scaling is consistent with the scaling used in the 2009 survey, making the scores comparable.

### SURVEY DISTRIBUTION

The survey was launched on-line in early March, with four weeks allocated for employees to submit responses. Employees were notified via email from elected County leadership, encouraging their participation. The email identified the purpose of the survey and provided a web link to the survey through Survey Monkey. Follow-up reminder emails were sent, both by department and agency leadership and from Executive leadership. A hard copy survey with a pre-addressed, stamped envelope was provided for employees who either do not have computer access or who wished another response vehicle. Some were delivered directly to employee boxes, while others were provided in common areas such as break rooms or front desks. The method of distribution was determined by the department. Of all responses, 11% came from hard-copy surveys. Additional information was provided through the King County website. Employees were also provided a phone number and email address to contact the research team with additional questions.

### QUALITY CONTROL

The data analysis and interpretation of results were independently validated through an outside University of Washington research expert to increase the confidence in these findings.



## Response Rates

Almost 6,800 employees across 15 different divisions, departments, and agencies participated in the study. King County District Court and Superior Court chose not to have their employees participate because they regularly participate in court-specific employee surveys. The response rate is extremely high, which provides high confidence in the results. Total employee count was derived from the PeopleSoft Human Capital Management System (HCMS) on March 8, 2012.

### DDES RESPONSES

DDES Employees: 105

DDES Surveys Received: 86

DDES Response Rate: 83%

DDES received 86 surveys for an overall response rate of 83%. This response rate is significantly higher than many other departments and provides a high level of confidence in the results.

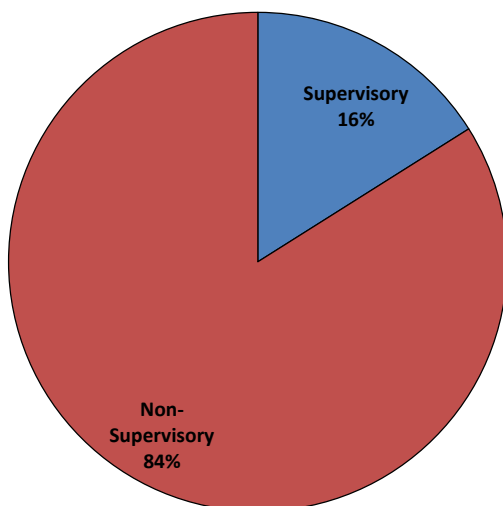
### MISSING DATA

DDES employees provided information on most questions. Missing data accounted for between one and nine responses per question, with an average missing data rate of 5% across all questions.

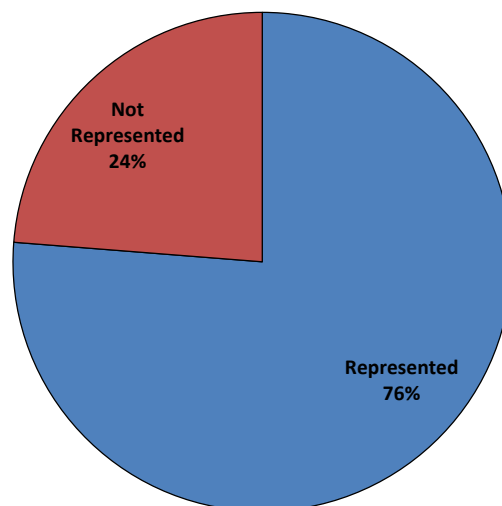
### RESPONSE RATES BY EMPLOYEE DEMOGRAPHIC

The following charts describe the make-up of survey respondents.

PERCENT OF TOTAL RESPONSES  
BY SUPERVISING ROLE



PERCENT OF TOTAL RESPONSES  
BY UNION REPRESENTATION

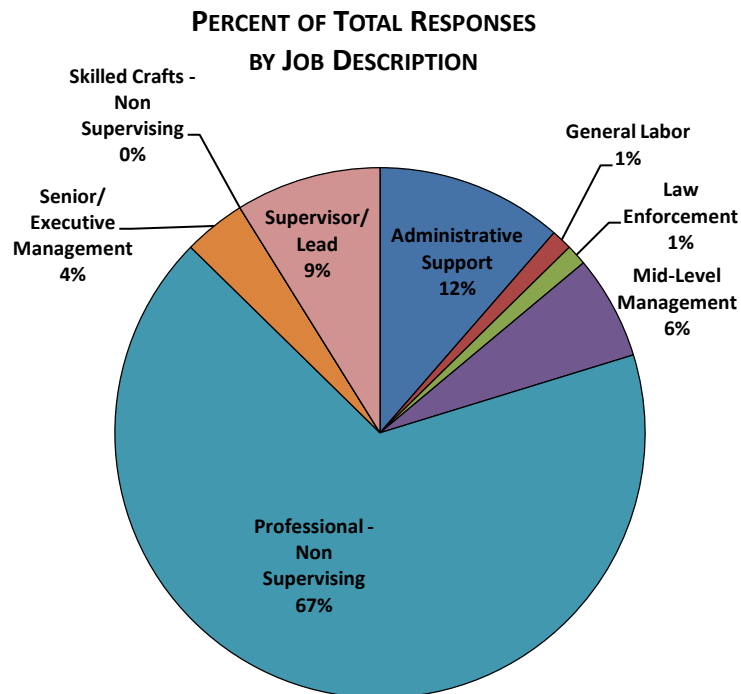


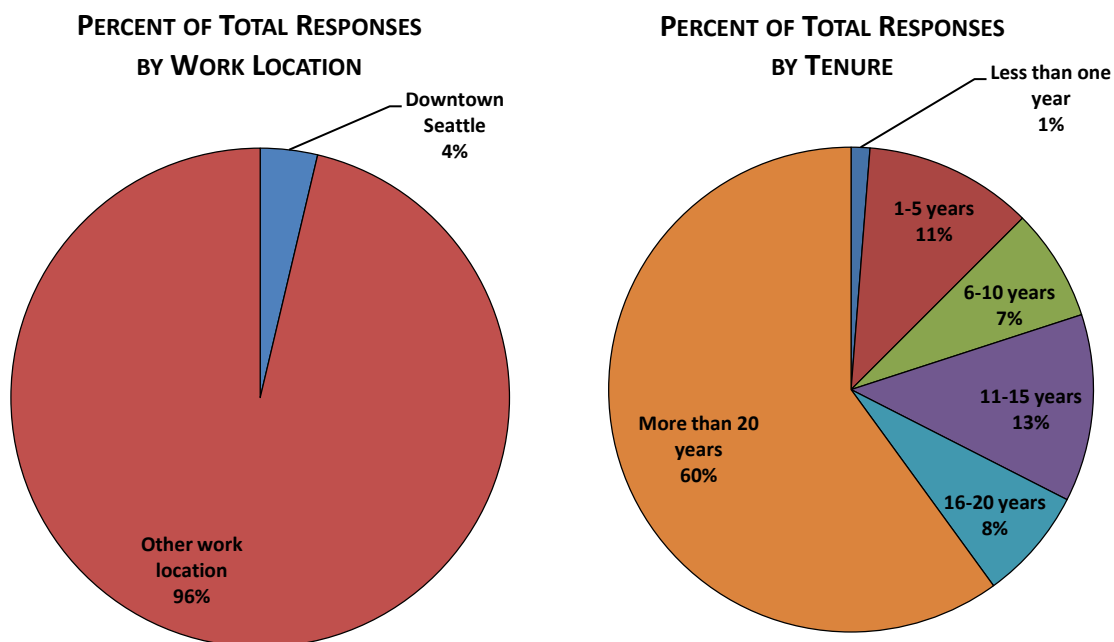
Most responding DDES employees are not supervisors. Additional analysis reveals that supervisory employees are more positive about survey measures than non-supervisory staff, with the differences of a full point or more in perceptions of performance management, continuous improvement, overall job satisfaction, and DDES' reflection of King County guiding principles. While the wide variation in group size makes true comparison difficult, these trends

are mirrored elsewhere in the demographic analyses. Other differences of half a point to one full point include non-supervisory employees' more negative perceptions of respect in the workplace, mission and goals, professional development, and teamwork.

More than three quarters of DDES respondents are represented by a union. This makes demographic comparisons in this category questionable since there are likely other intervening issues influencing the positive/negative nature of feedback such as position, location, etc. Employees who are not represented by a union are more positive in most survey measures, but represent only 24% of responding employees from DDES.

The chart below reports responses from different job positions within DDES. The majority of DDES employees describe themselves as professional, non-supervising. While individual group differences are not useful given the smaller group sizes, it is interesting to note that professional, non-supervising employees report much lower satisfaction than the aggregate of all other position groups, including mid-level management, senior executive management and administrative support.





Most responding DDES employees work at other work locations than Seattle. Employees with more than 20 years of experience make up 60% of DDES' workforce. Though newer to the workforce, those with between one and five years tenure are more satisfied with performance communication and opportunities for advancement, though are less identified with the organization than more senior counterparts. Unlike employees in many other departments, those with more than 11 years tenure report lower satisfaction across many survey categories.

## 2009–2012 Comparison

For comparison purposes, Overall Satisfaction was measured in both 2009 and 2012. DDES employees are about as satisfied as they were in 2009.

### OVERALL SATISFACTION

2012 Average: 3.51

2009 Average: 3.44

DDES employees report comparable scores for most items measured in both 2009 and 2012. Employees report that they are slightly less likely to recommend King County as a good place to work, but are more positive about departmental customer service efforts. They are also more positive in their perceptions of how DDES works with other King County groups to solve problems. They do however, have lower perceptions about both how open their group is to new ideas and how willing the group is to use customer input to improve service.

QUESTION	2009 MEAN	2012 MEAN	Δ
Overall, how satisfied are you with your job?	3.44	3.51	+0.07
I would recommend King County as a good place to work.	3.62	3.26	-0.36
King County employees are treated with respect, regardless of their race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability or age.	3.66	3.54	-0.12
My work contributes to the success of King County government.	4.38	4.44	+0.06
I am familiar with my department, division, or agency's mission and goals.	4.13	4.04	-0.09
My department, division, or agency's mission and goals give direction to my work.	3.31	3.15	-0.16
My work group works well with other King County groups to solve problems to achieve goals. <i>2009 Question: The departments and agencies in King County are working together to achieve common goals.</i>	3.02	3.46	+0.44
I have a clear understanding of what is expected of me in my job.	4.05	3.73	-0.32
I receive information I need to do my job. <i>2009 Question: I receive information from King County that I need to do my job.</i>	3.48	3.18	-0.30
My department is open to new ideas to improve the way we work. <i>2009 Question: King County is open to new ideas to improve the way we work.</i>	3.12	2.70	-0.42
My work group strives to provide high quality customer service. <i>2009 Question: King County strives to provide high quality customer service.</i>	3.64	4.15	+0.51
My work group seeks feedback/input from customers. <i>2009 Question: King County seeks feedback/input from customers.</i>	3.53	3.40	-0.13
My work group uses customer input to improve service delivery. <i>2009 Question: Customer input influences decisions in King County.</i>	3.64	3.20	-0.44

Note: Δ = positive or negative change in the average between 2009 and 2012.

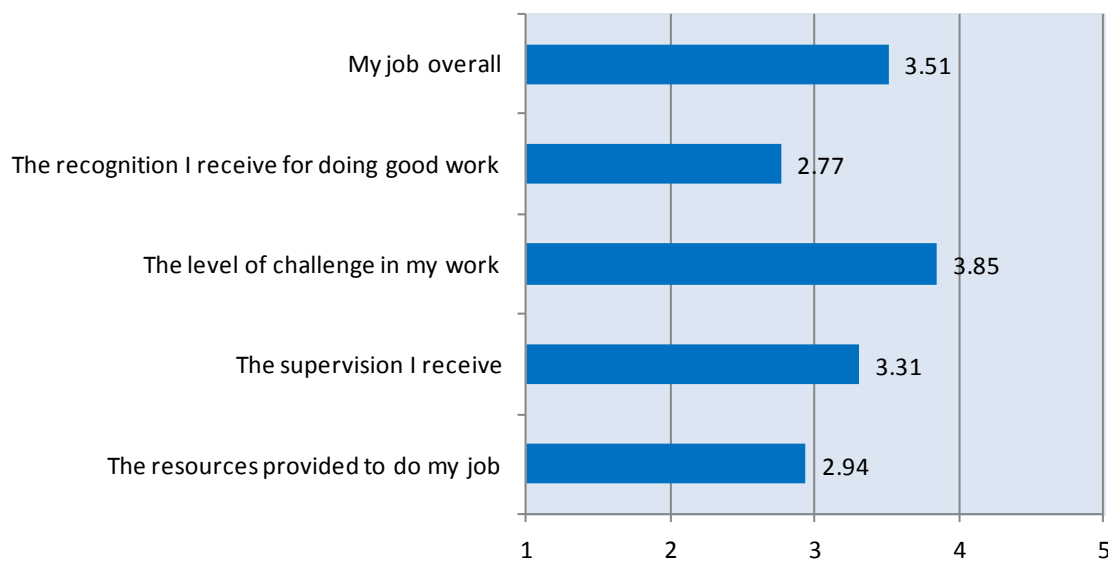
Some questions from the 2009 survey were changed from a broad King County focus to make them more relevant to employees' individual work groups. These scores are still comparable as it is quite likely that employees interpreted the 2009 questions relative to their individual experiences vs. the broader King County context.

## Overall Results

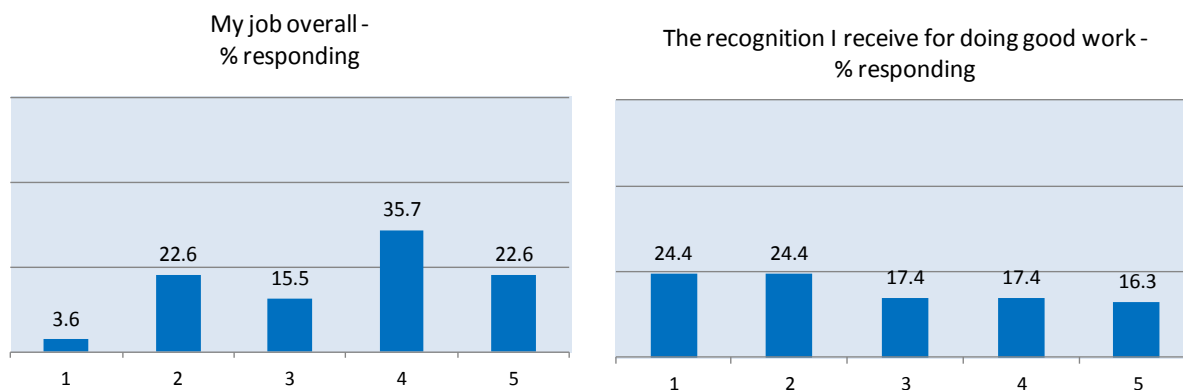
Following are the results for each of the questions asked in the 2012 Employee Survey. For each of the survey sections, the results are reported as overall means in a comparison bar chart. This enables the reader to see both the magnitude of the average and how each average compares to others in the section. Following the overall bar chart, the distribution of answers for each question is reported. This enables the reader to understand how employees responded to each question as a group to better understand if responses are extreme or more neutral.

### OVERALL JOB SATISFACTION

The first set of questions in the survey was designed to provide summary information about employee perceptions based on common indicators of employee well-being. DDES respondents report moderate to somewhat positive perceptions regarding their jobs overall and the supervision they receive. Employees are the most positive regarding the level of challenge in their work and the least positive regarding having the recognition they receive for doing quality work. These averages are much lower than those for King County employees overall.

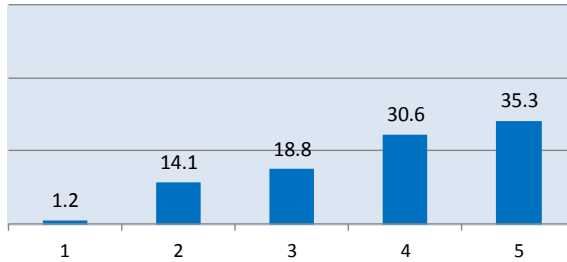


While half of DDES employees are satisfied with their jobs, more than a quarter report solid dissatisfaction. Additionally, few employees are satisfied with the recognition received for doing good work.

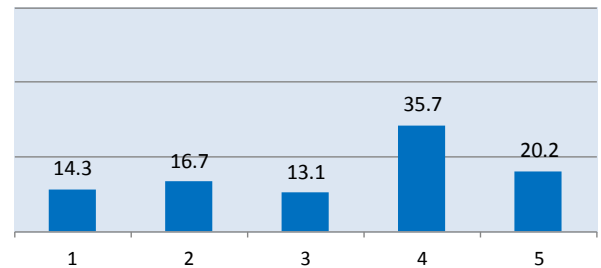


The majority of respondents report satisfaction with the level of challenge in their work. While over half are satisfied with the supervision they receive, another 30% report real dissatisfaction.

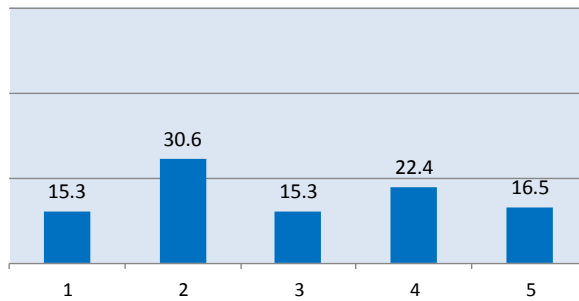
The level of challenge in my work -  
% responding



The supervision I receive -  
% responding



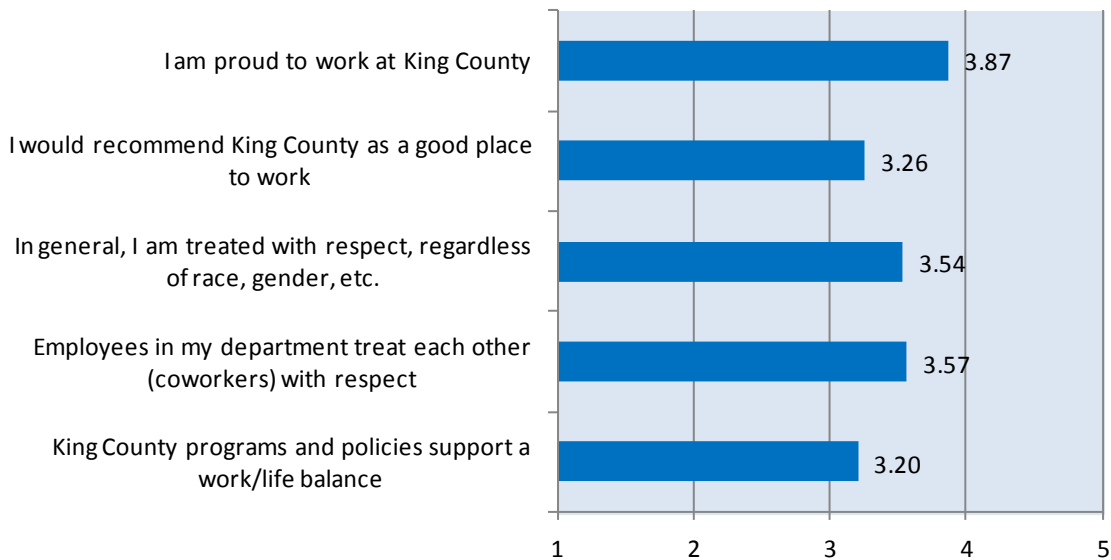
The resources provided to do my job -  
% responding



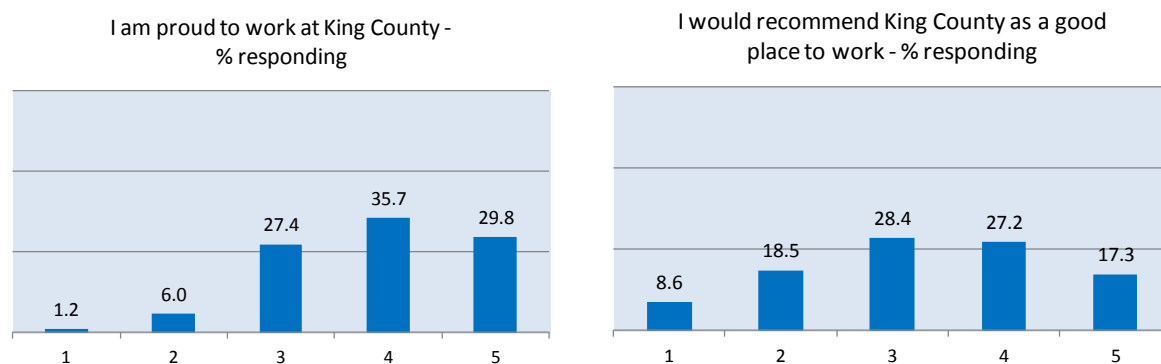
Further, more employees than not report being under-resourced to do their jobs. In each of these questions, it is important to note the very low number of neutral responses; most employees are either clearly satisfied or clearly not.

## WORK ENVIRONMENT<sup>2</sup>

Questions in this section measured employees' perceptions of the work environment as a positive place in which to work. As the chart below indicates, DDES employees are mostly proud to work at King County and are fairly neutral about whether they would recommend the County as a good place to work. They report less satisfaction with work/balance and are moderate in their perceptions of respectful treatment. These scores are much lower than most other departments at King County.



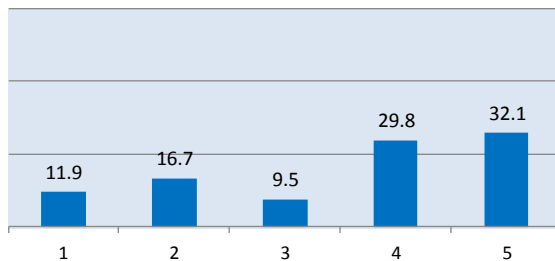
These distribution charts reveal that DDES employees are mostly proud to work at King County, with two-thirds awarding positive scores in this area. Asked if they would recommend King County as a good place to work, however, respondents report mixed perceptions with almost one-third reporting ambivalence and more than one-fifth reporting that they would not.



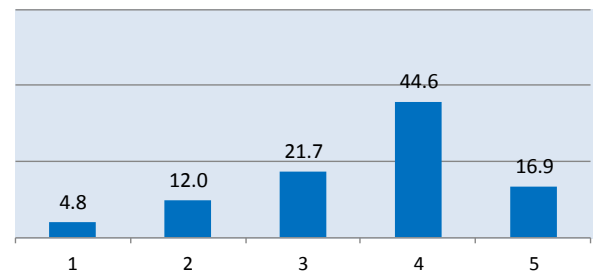
<sup>2</sup>Third question in "Work Environment" reads: "In general, I am treated with respect, regardless of my race, gender, sexual orientation, gender identity, or expression, color, marital status, religion, ancestry, national origin, disability, or age." This question was also asked in 2009, with comparison data reported earlier in this report.

DDES employees offered varying responses to the two questions regarding respectful treatment. Regarding respectful treatment without regard to race, gender, and other demographic groups, one fourth report decidedly negative perceptions. Interestingly, only 10% gave a neutral response, revealing that respondents either feel respected or they do not. When asked if they feel treated respectfully by coworkers, most respondents answered positively. However, more than one-third of respondents answered neutrally or somewhat negatively.

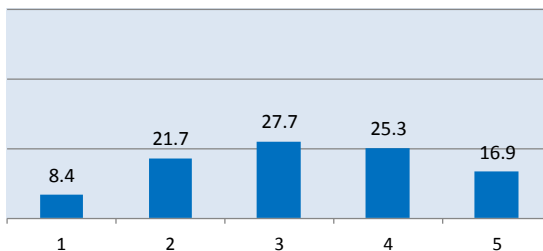
In general, I am treated with respect,  
regardless of my race, gender, etc. -  
% responding



Employees in my department treat each other  
(coworkers) with respect -  
% responding



King County programs and policies support a  
work/life balance -  
% responding

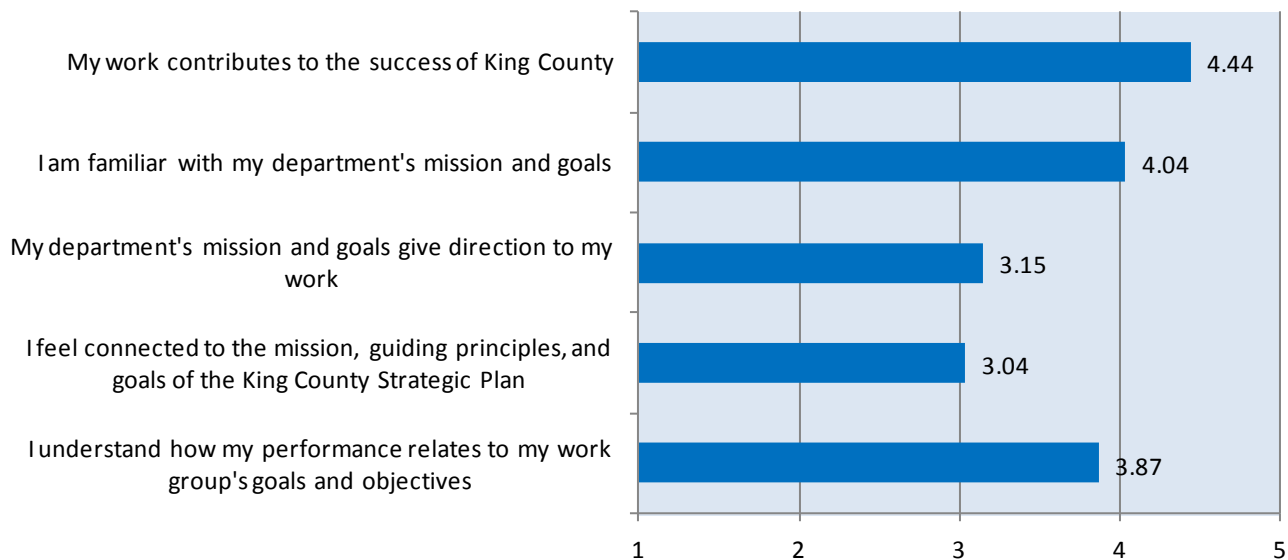


As a group, DDES respondents are not positive about the County's support of work/life balance, with almost 50% reporting neutral to negative perceptions in this area.

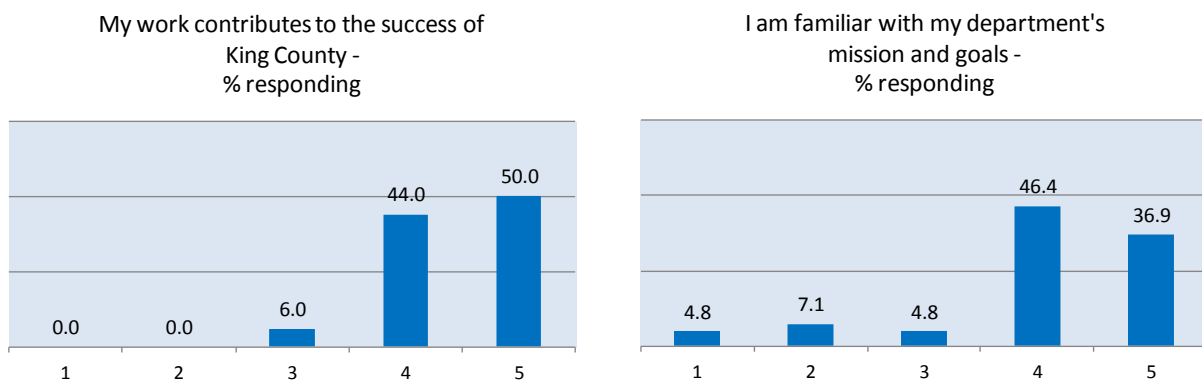


## MISSION AND GOALS

This section of the survey measured employees' perceptions of both the mission and goals of King County and of their department/division, as well as their perceptions of how their work is valued and goal-directed. DDES respondents overwhelmingly feel that their work contributes to the success of King County and are familiar with the department's mission and goals. However, when asked if the DDES' mission and goals give direction to their work, perceptions were lower. Additionally, DDES employees largely do not feel connected to the mission, guiding principles, and goals of the King County Strategic Plan.

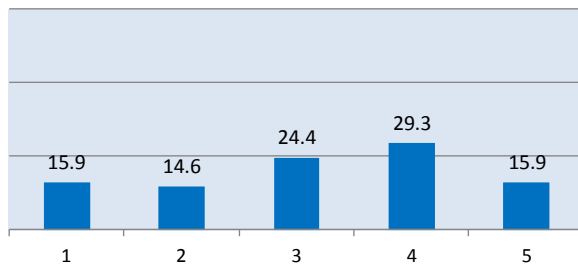


The distribution charts above demonstrate the very positive perceptions of DDES employees regarding their work contributing to King County's success, with 94% answering the question positively. The vast majority also report being familiar with DDES' mission and goals.

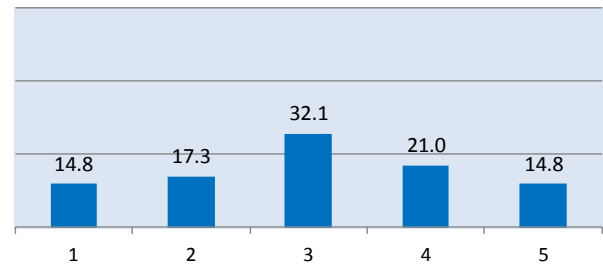


While DDES employees are very familiar with the mission and goals of the department, perceptions of the direction those goals give to employees' work are more mixed, with almost 60% awarding scores of neutral to negative. Additionally, DDES employees largely do not feel connected to the mission, guiding principles, and goals of the King County Strategic Plan, with almost two-thirds reporting neutral to negative responses. Interestingly, almost as many report negative perceptions than do others positive.

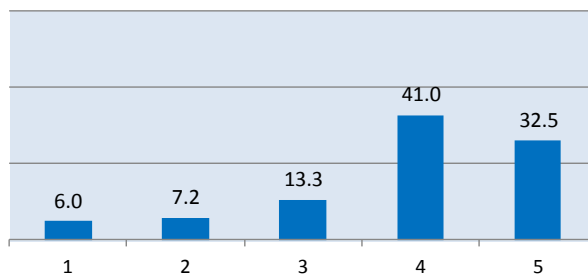
My department's mission and goals give direction to my work -  
% responding



I feel connected to the mission, guiding principles, and goals of the King County Strategic Plan - % responding



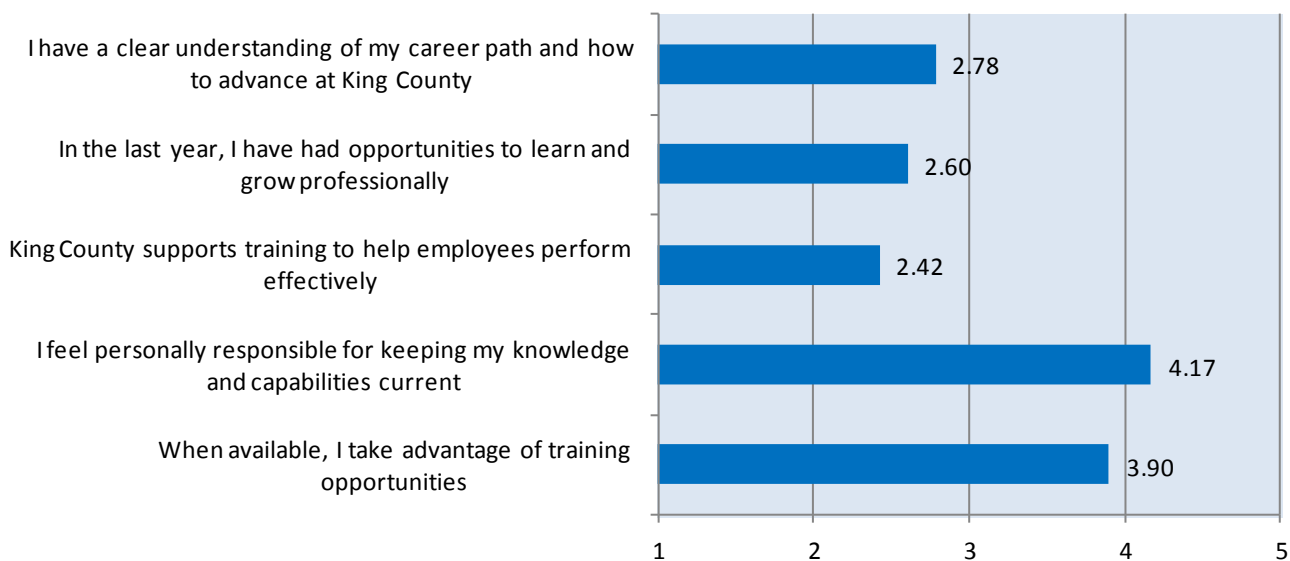
I understand how my performance relates to my work group's goals and objectives -  
% responding



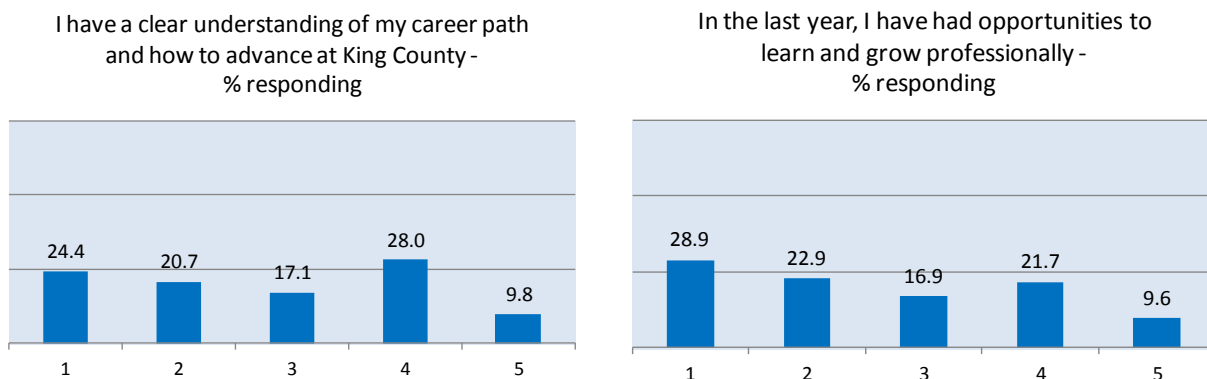
Finally, DDES employees have a clear understanding of how their individual job performance relates to their work group's goals and objectives, with almost three-quarters answering positively.

## PERSONAL DEVELOPMENT AND ACHIEVEMENT

Questions in this section measured employees' perceptions of how they are supported to perform to their highest capacities. Consistent with the overall King County responses, these questions received low scores when compared to other items measured in this research, indicating dissatisfaction with professional development within DDES. The majority of DDES employees report that they feel personally responsible for keeping their knowledge current and do take advantage of training opportunities, but also believe that the County provides few training opportunities and that they do not have a clear understanding of career advancement.

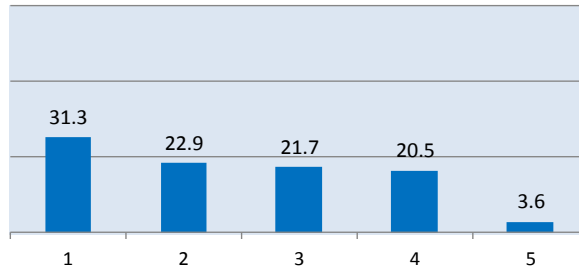


These distributions reveal somewhat negative perceptions of both the extent to which employees understand their career paths and the opportunities they have to grow professionally. Two-thirds report that they do not have a clear understanding of advancement opportunities at King County and only one third report that they have definitely had opportunities to learn and grow professionally in the past year.

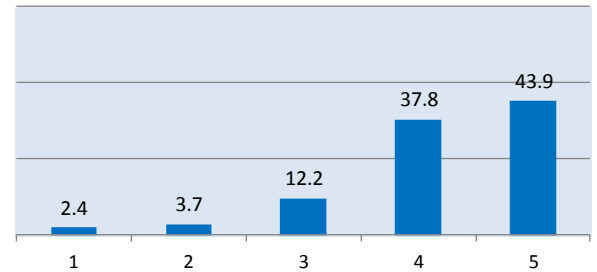


Further, DDES employees largely do not feel King County supports training. Half of employees report decidedly negative perceptions in this area. Additionally, the majority of employees report they have not had opportunities to grow professionally in the last year.

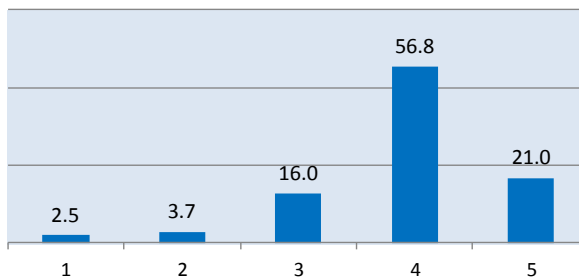
King County supports training to help employees perform effectively - % responding



I feel personally responsible for keeping my knowledge and capabilities current - % responding



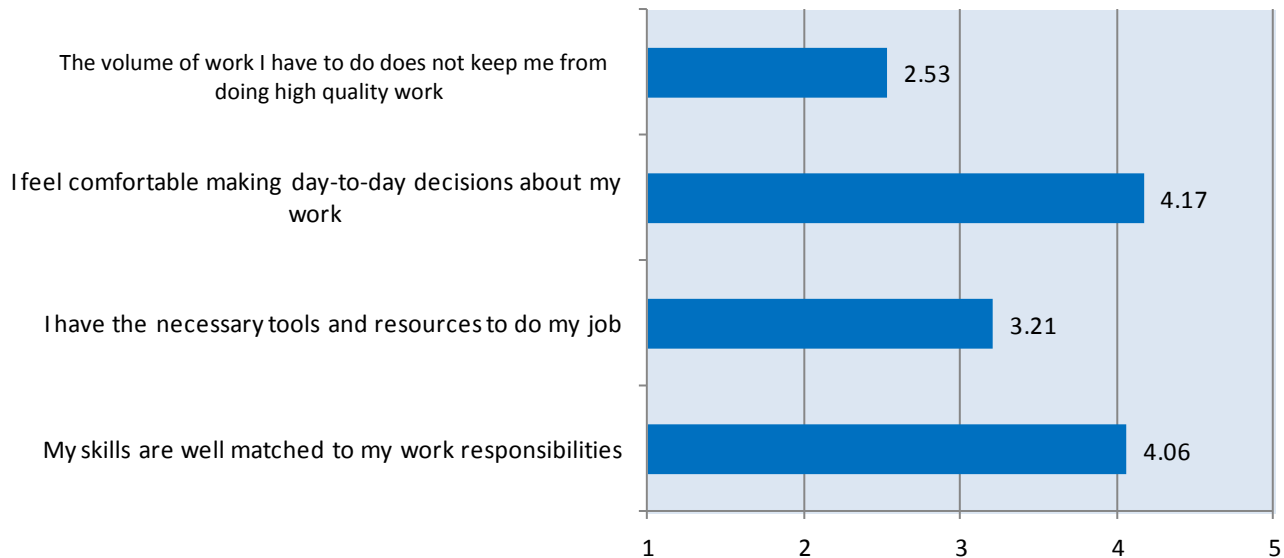
When available, I take advantage of training opportunities - % responding



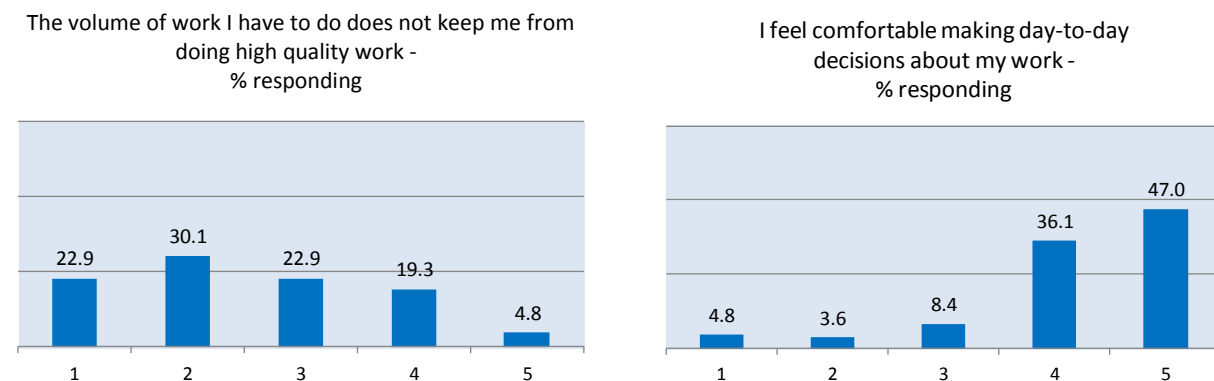
Importantly, more than three-quarters of DDES employees report that they would take advantage of training opportunities if offered.

### RESOURCES AND DECISION-MAKING<sup>3</sup>

DDES employees are not positive about the impact of the volume of work on the quality of work, reporting very low scores in this area, which is somewhat lower than scores reported by King County employees across departments. Additionally, they feel only moderately resourced to perform their work. However, DDES respondents are very positive regarding their comfort levels relative to making day-to-day work-related decisions and how well matched their skills are to work responsibilities.



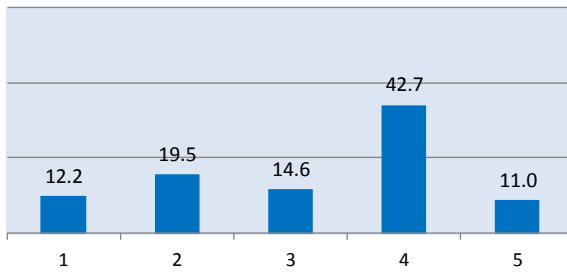
These distributions illustrate that employee perceptions are lower about the volume of work they have, with more than half reporting that their work load keeps them from doing good work and only a quarter reporting that it does not. Most employees, however, report a high level of comfort with personal decision making necessary for the performance of their jobs.



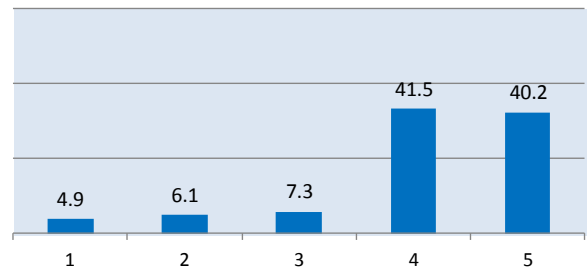
<sup>3</sup> The original first question in this section was, “The volume of work I have often keeps me from doing high quality work.” This question was “recoded” so the average can be compared with other averages in this section. The recode transforms the data so the mean (average) is always calculated with ‘1’ being low and ‘5’ being high. Thus, the wording in the chart was reworded to reflect the recoded scores.

Of particular note is that almost half of DDES employees feel they do not have enough resources for optimal job performance, though the other half report that they are adequately resourced. Conversely, most employees definitely believe their skills are well matched to their specific work responsibilities.

I have the necessary tools and resources to do my job -  
% responding

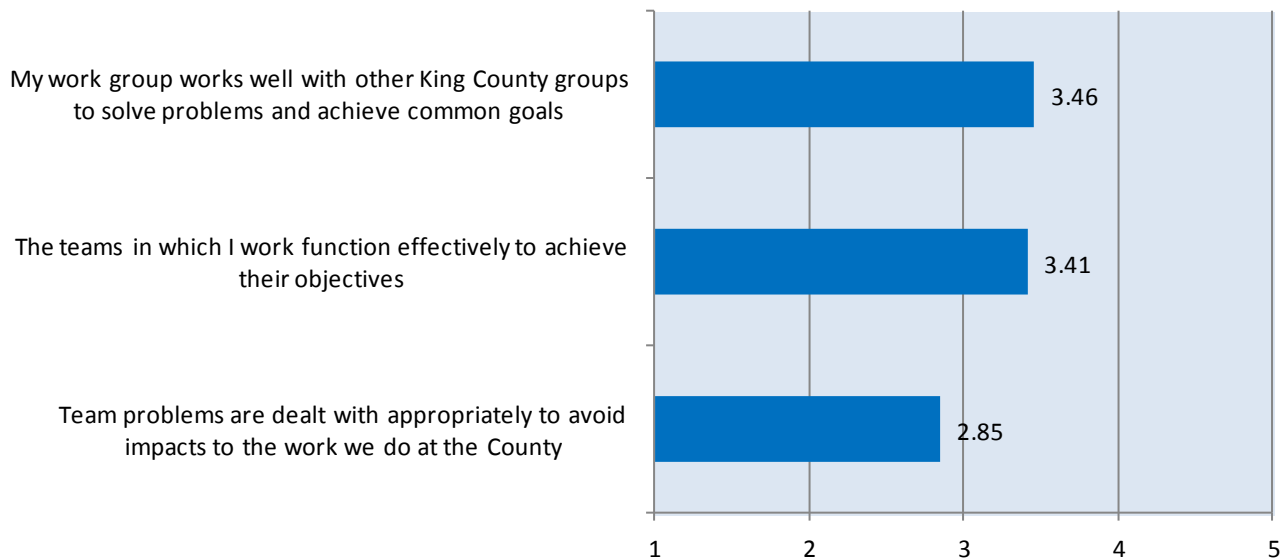


My skills are well matched to my work responsibilities -  
% responding



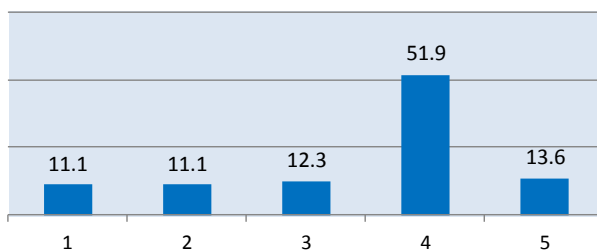
## TEAMWORK

DDES employees report moderately positive perceptions of the department's collaboration with other King County groups and within the department itself. However, as a group, DDES respondents perceive that team problems are not dealt with appropriately to avoid impacts to work performed.

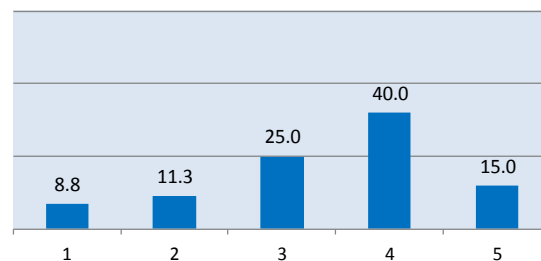


More than two-thirds of DDES employees believe their work groups collaborate well with groups outside the department. Respondents' perceptions of the efficiency of teams in which they work is also moderately positive, with more than two-thirds reporting positive perceptions.

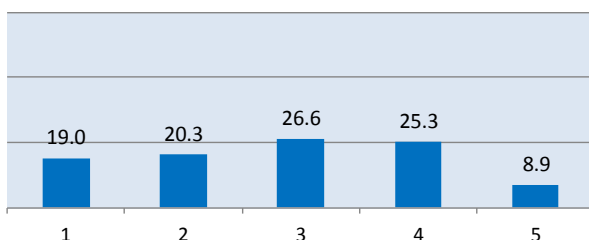
My work group works well with other King County groups to solve problems and achieve common goals - % responding



The teams in which I work function effectively to achieve their objectives - % responding



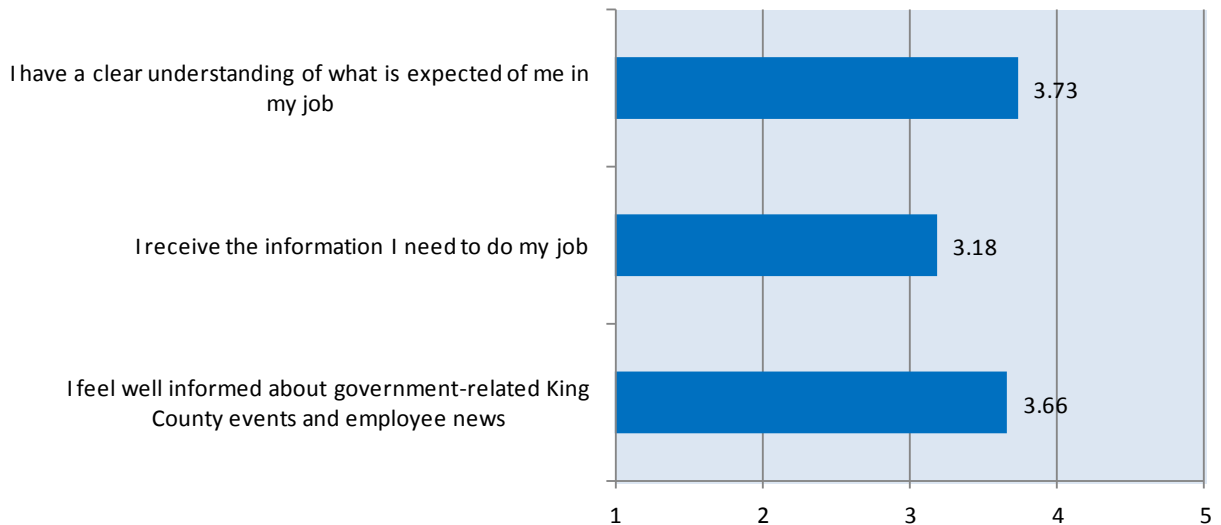
Team problems are dealt with appropriately to avoid impacts to the work we do at the County - % responding



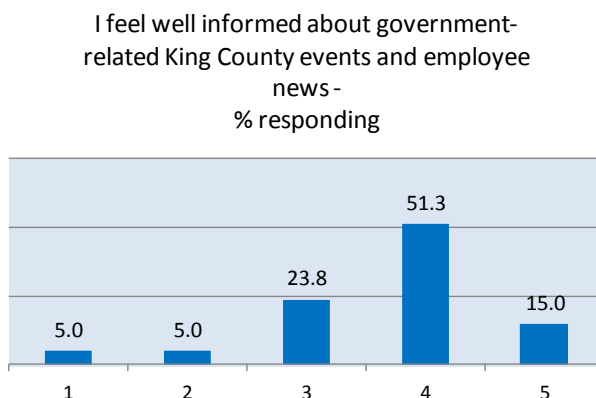
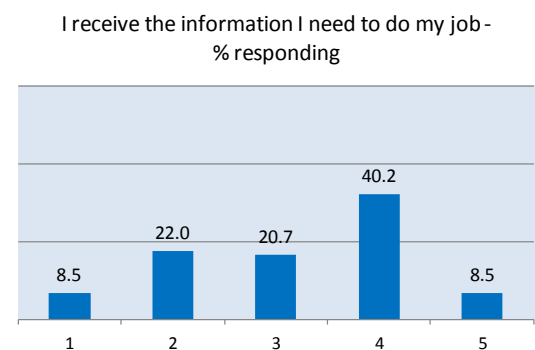
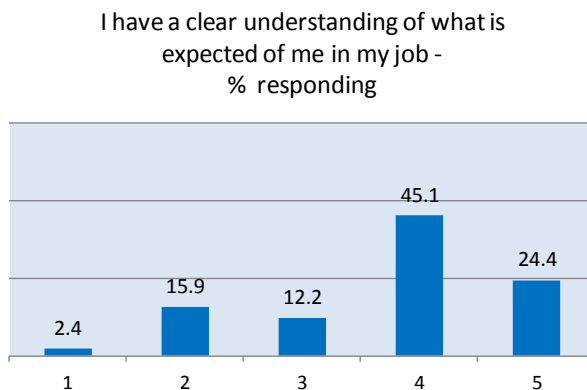
Perceptions of how team problems are dealt with, however, are more mixed, with almost 40% reporting lower perceptions. Given the importance of collaboration and teamwork to department objectives, this may warrant additional discussion among DDES leadership.

## COMMUNICATION

DDES employees largely have a clear understanding of what is expected of them in their jobs and feel somewhat well-informed about government related King County events and employee news. Employees in the department are much less positive about the adequacy of information they have at their disposal to perform their jobs well.



The distribution charts illustrate that most employees are positive about communication within DDES, with more than two-thirds reporting positive perceptions regarding their understanding of job expectations. However, more than half of respondents in DDES feel they do not have enough information to optimally perform their jobs.



Most employees report feeling they are well informed about King County news and events, with more than two-thirds reporting positive perceptions in this area.

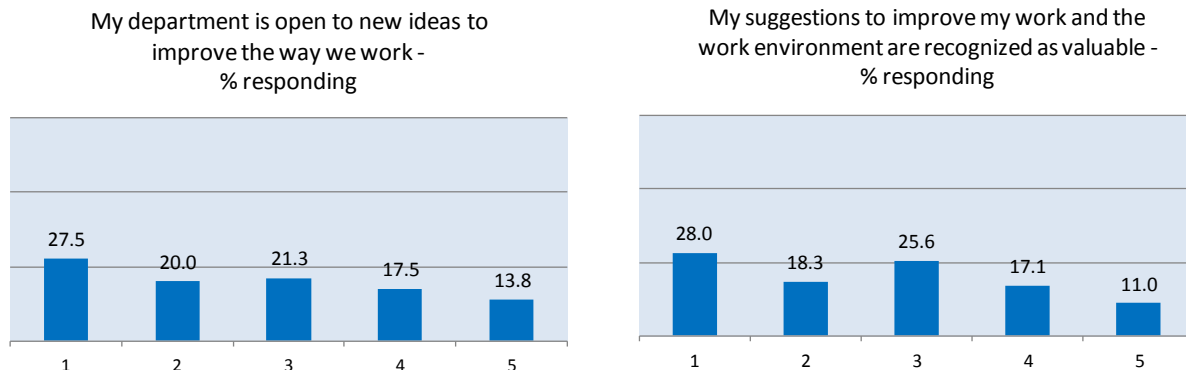


## CONTINUOUS IMPROVEMENT

Perceptions of continuous improvement at DDES received somewhat low scores. Though consistent with the overall lower nature of these scores overall, DDES' results are less positive than overall King County. Employees in the department do not feel that the DDES is striving to improve, reporting scores below the midpoint for every question. The majority of employees report negative perceptions of the openness of the DDES to new ideas and of the impact their suggestions have on the department work environment. Similarly, they also report low perceptions regarding process improvements and attention to quality.

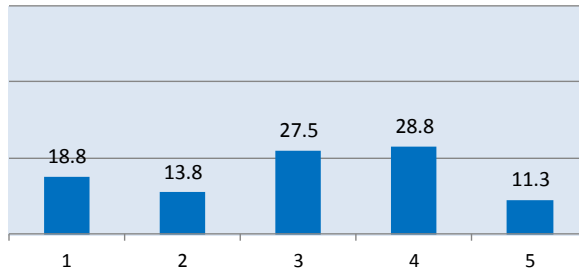


Most employees do not believe that DDES is open to new ideas, with only one-third answering positively in this area. Similarly, most employees do not feel their suggestions for improvements are recognized as valuable within DDES.

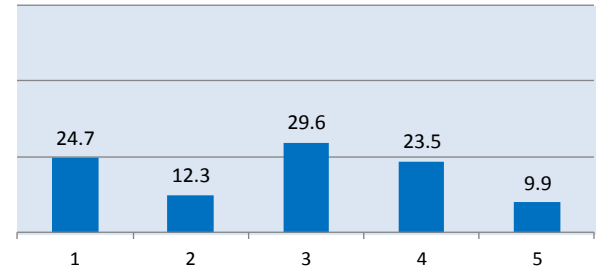


Most DDES employees also do not feel their work group uses data effectively to learn and improve, nor do they believe that process improvements are successfully implemented in their work groups.

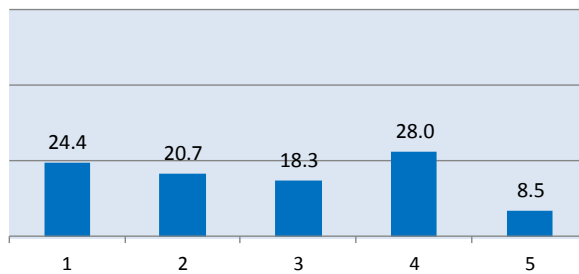
My work group uses data effectively to learn and improve -  
% responding



Process improvements are successfully implemented in my work group -  
% responding



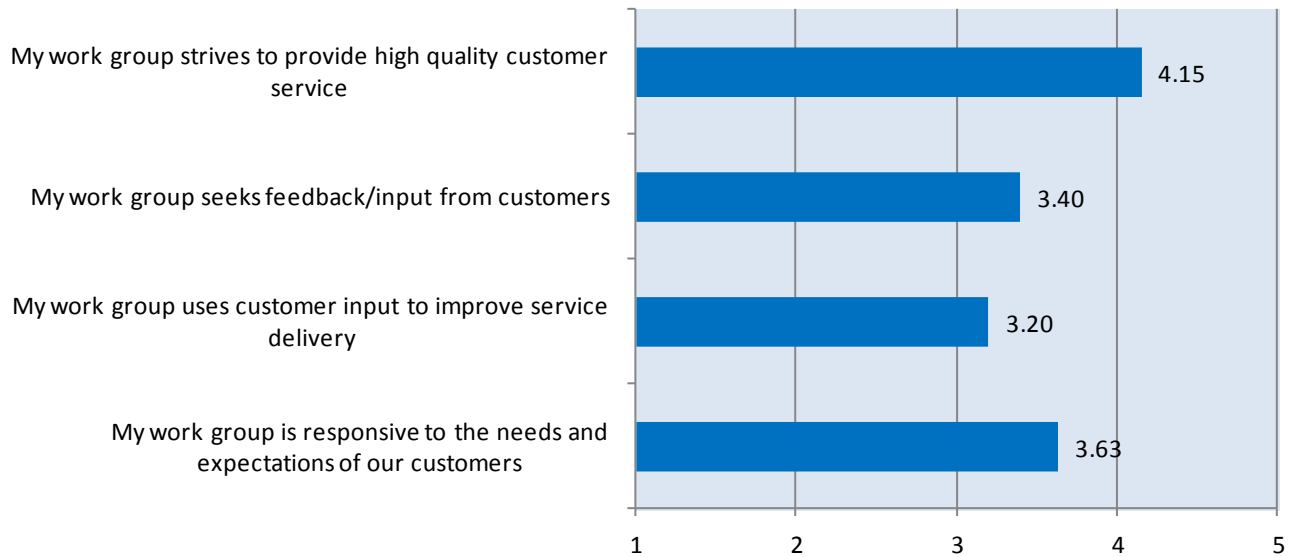
Quality gets the attention it deserves in my work group -  
% responding



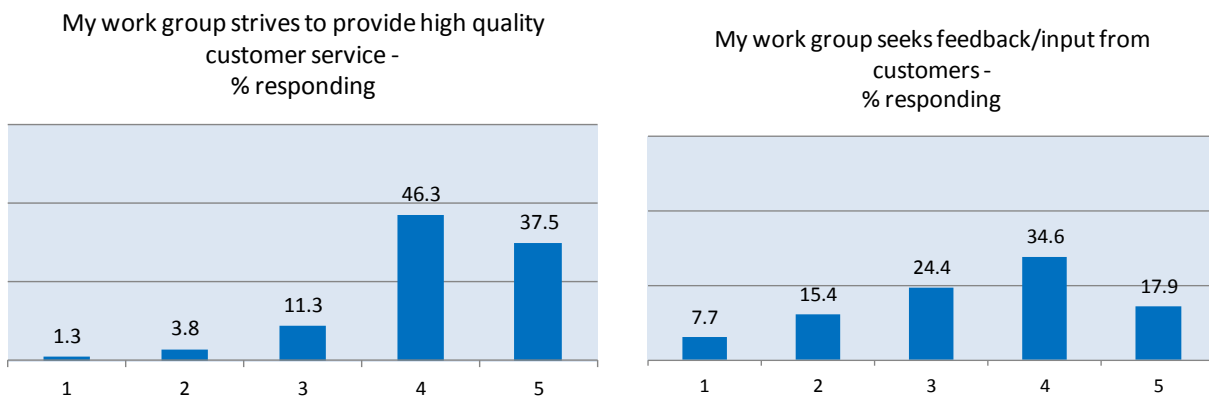
Consistent with the rest of the findings in this section, the majority of DDES employees do not feel quality gets the attention it deserves within their work groups, with just over one-third reporting positively.

## CUSTOMER SERVICE

Respondents in DDES report very positive perceptions related to the group's efforts to provide high quality customer service, with a more positive perception than the overall King County mean in this category. Employees are somewhat positive about the group's responsiveness to the needs and expectations of customers. However, employees are less positive about how their work group seeks feedback from customers and uses the input to improve service delivery.

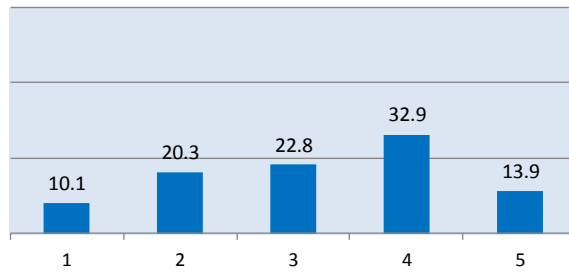


The distribution charts reveal that DDES respondents overwhelmingly believe that the department strives to provide high quality customer service. However, asked if work groups seek feedback from customers, results were mixed. The majority rated this question positively, but one-fifth provided lower ratings.

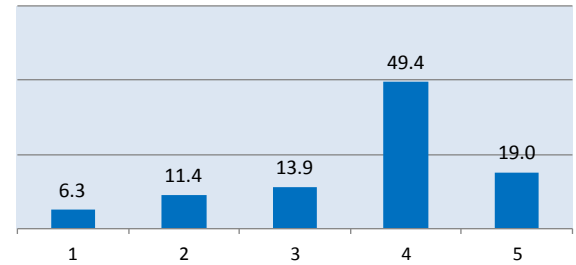


DDES respondents' perceptions regarding the utilization of customer input to improve service delivery were similarly mixed with almost a third reporting low ratings, though almost half report positive perceptions. Importantly, two-thirds of respondents believe DDES is responsive to the needs of customers, with almost 20% providing very positive responses.

My work group uses customer input to improve service delivery -  
% responding

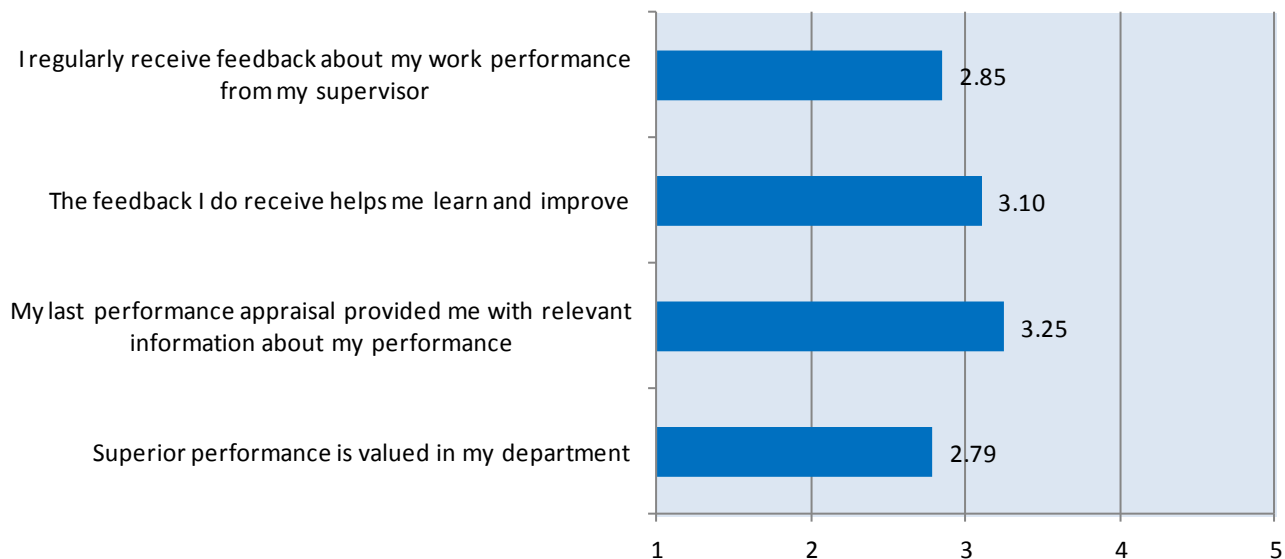


My work group is responsive to the needs and expectations of our customers -  
% responding

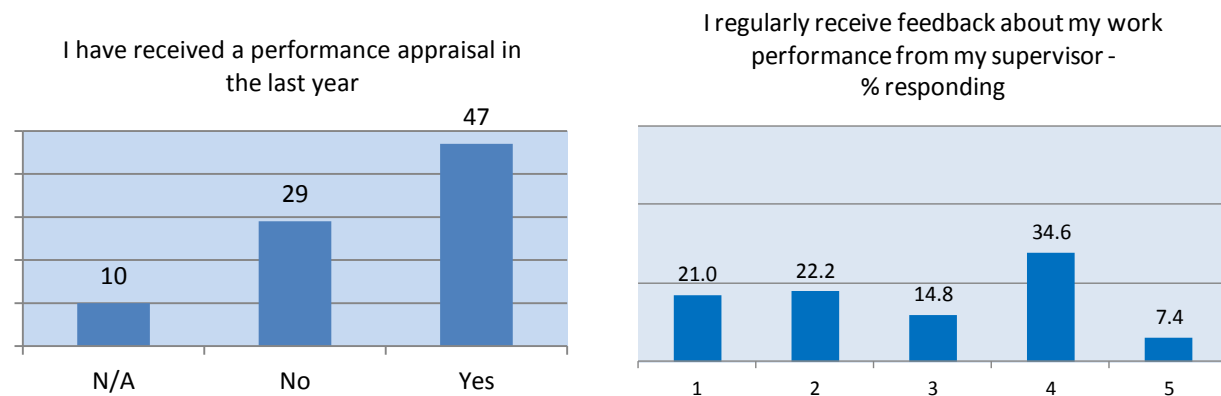


## PERFORMANCE COMMUNICATION

DDES employees report neutral to negative perceptions of the performance feedback they receive. Additionally, they largely do not feel that superior performance is valued in the DDES, which may be partially due to the large number of employees who report that they did not get a performance appraisal in the past year (as distinguished from those who report that an appraisal is not applicable to them). Many also do not feel the feedback they receive is particularly beneficial to them. However, some DDES employees perceive that their last performance appraisal provided them with relevant information about their performance, rating this question the most positive in the Performance Communication section.

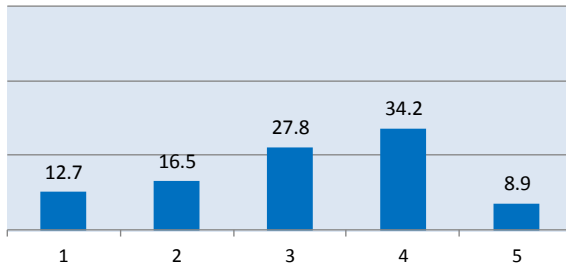


DDES employees report mixed perceptions of performance communication. While over half of DDES respondents report that they have received a formal performance appraisal in the last year, a large number also report that they do not receive regular feedback about their work performance. Over 40% of respondents answered negatively when asked if they regularly receive feedback about their work.

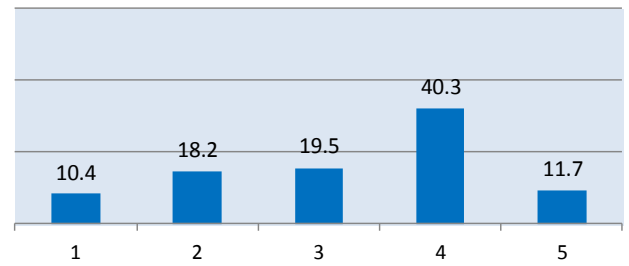


As a group, DDES employees do not largely feel that the feedback they do receive helps them improve, with over half of respondents offering neutral and low responses. Importantly, over half of employees think their performance appraisal provided them with relevant information about performance. Interesting, further analysis reveals that most of those reporting positive perceptions of performance appraisals are those who report that they did indeed receive an appraisal in the past 12 months.

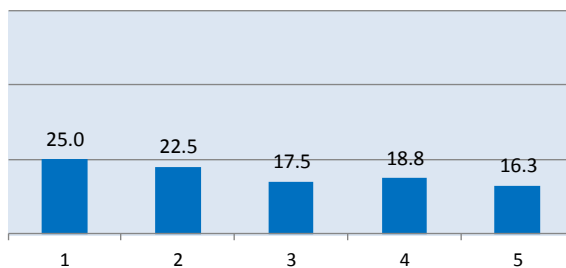
The feedback I do receive helps me learn and improve -  
% responding



My last performance appraisal provided me with relevant information about my performance -  
% responding



Superior performance is valued in my department -  
% responding



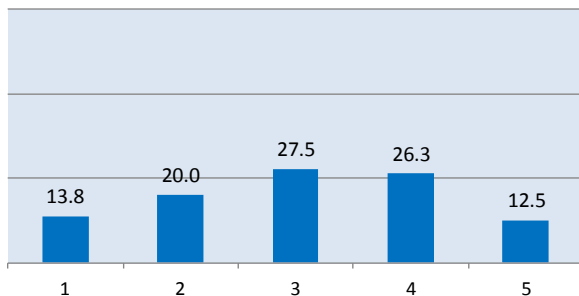
## SUPERVISION

DDES employees' perceptions of supervision are mixed and largely moderate. While employees across departments in King County reported similar perceptions, these averages are somewhat lower in perceptions of recognition, clarity of direction, and resources. DDES respondents are the most positive about the extent to which their supervisors provide open and honest communication and the least positive about supervisors providing clear direction and resources.

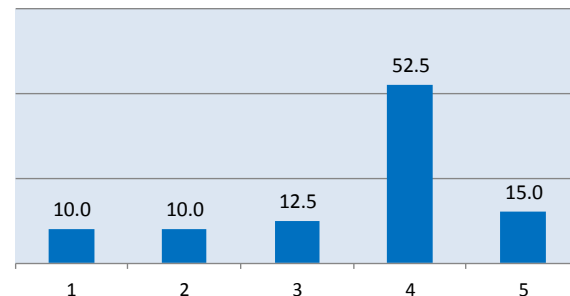


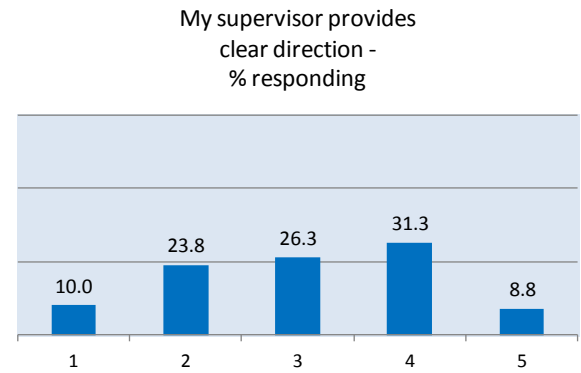
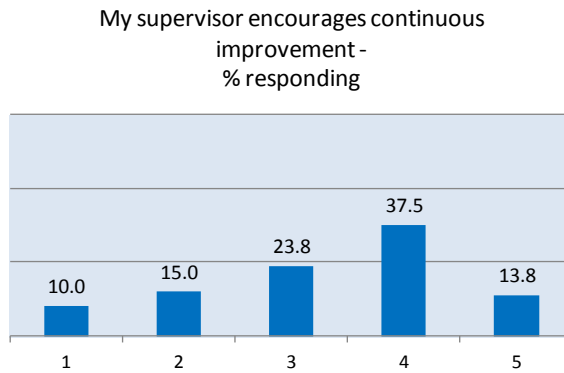
These distributions reveal very mixed perceptions regarding the recognition supervisors give to employees who do good work, with less than 40% reporting positive perceptions. However, DDES respondents are largely positive regarding their supervisors' ability to communicate openly and honestly, with two-thirds reporting positive perceptions.

My supervisor provides recognition for employees who do good work - % responding

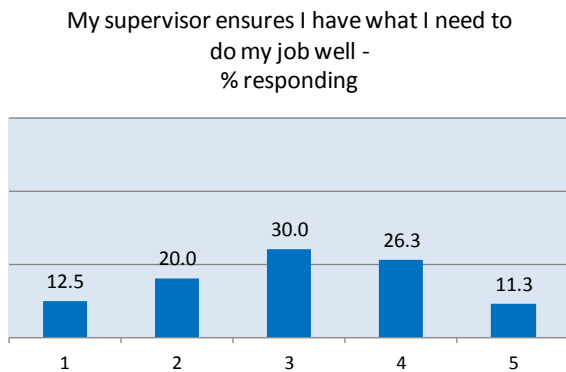


My supervisor communicates openly and honestly - % responding





As a group, DDES employees have mixed feelings about whether supervisors encourage continuous improvement in the department, though half report positive perceptions in this area. Of concern is the large number of employees who do not feel their supervisors provide clear direction, with more than one-third reporting lower perceptions and a large number reporting ambivalence in this area.

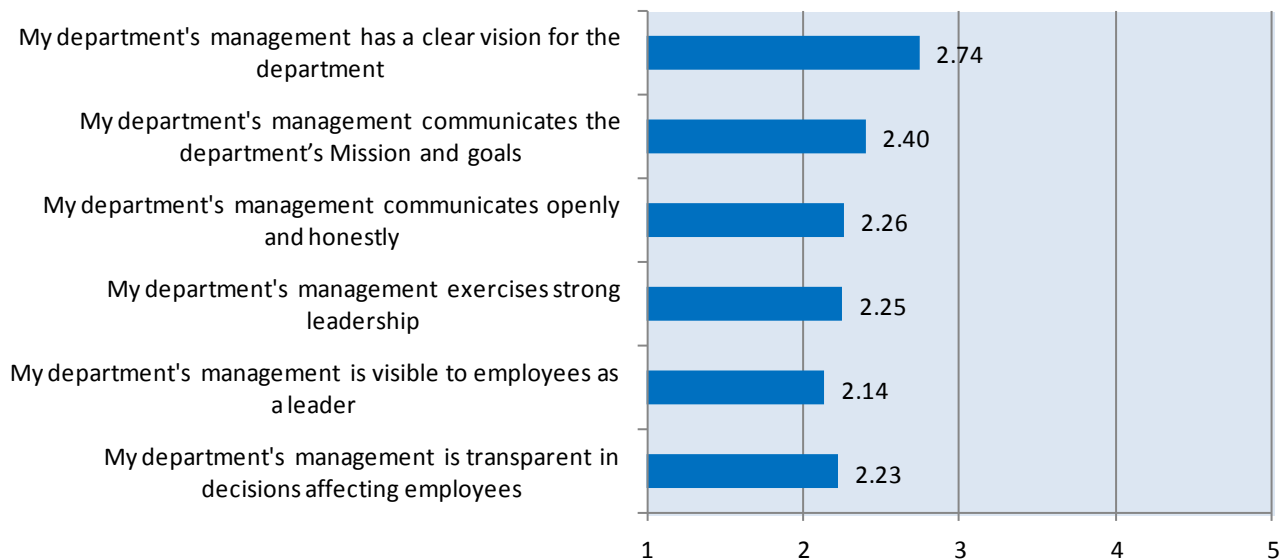


Finally, as the chart illustrates, the majority of employees are not positive about the extent to which their supervisors ensure adequate resources to perform well.

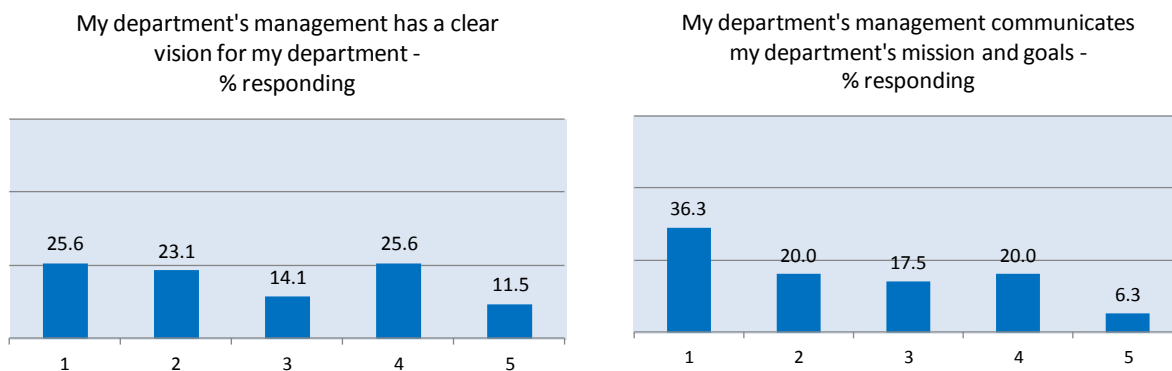


## MANAGEMENT

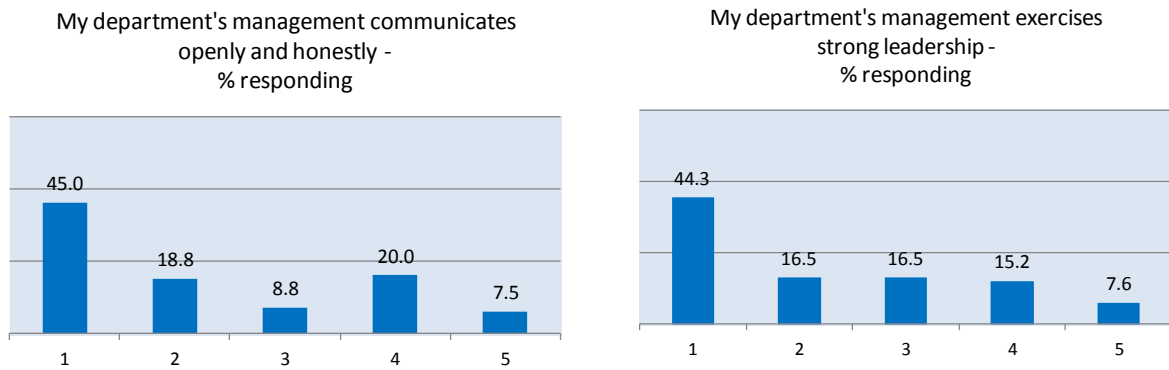
DDES employees report low perceptions of department management, with scores below the midpoint of the scale in every category. While this is consistent with lower scores in this section of the survey for King County overall, these scores are much lower than the King County averages. The lowest perceptions relate to management's visibility as leaders, with few positive responses across employees.



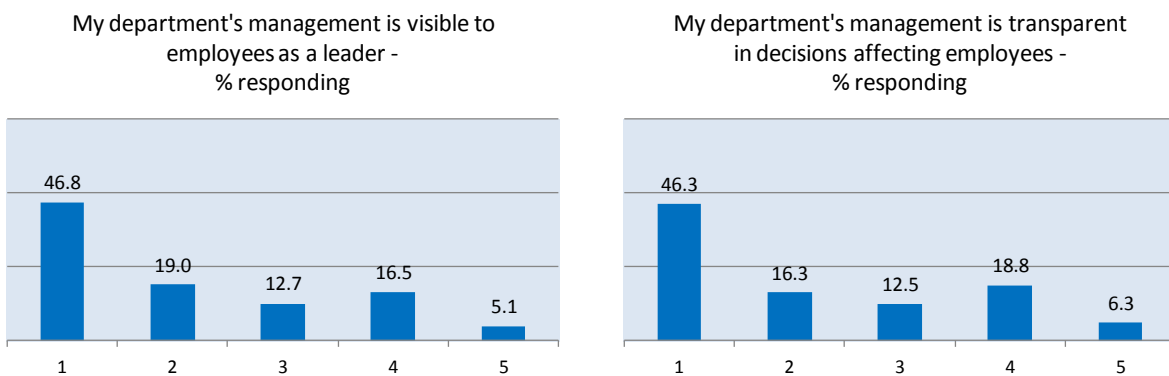
These distributions illustrate the low impressions DDES employees have regarding management. Two-thirds do not believe management has a clear vision for the department and nearly three-quarters do not believe that management effectively communicates department mission and goals, with more than one-third reporting the lowest possible score on the scale.



Most DDES employees do not believe that department management communicates openly and honestly, with almost half of employees offering the lowest possible score. Similarly, respondents are very negative about management's ability to exercise strong leadership.



Responses are similar regarding management's visibility as leaders and regarding transparency in decision making with both questions eliciting extremely low feedback from almost half of employees.

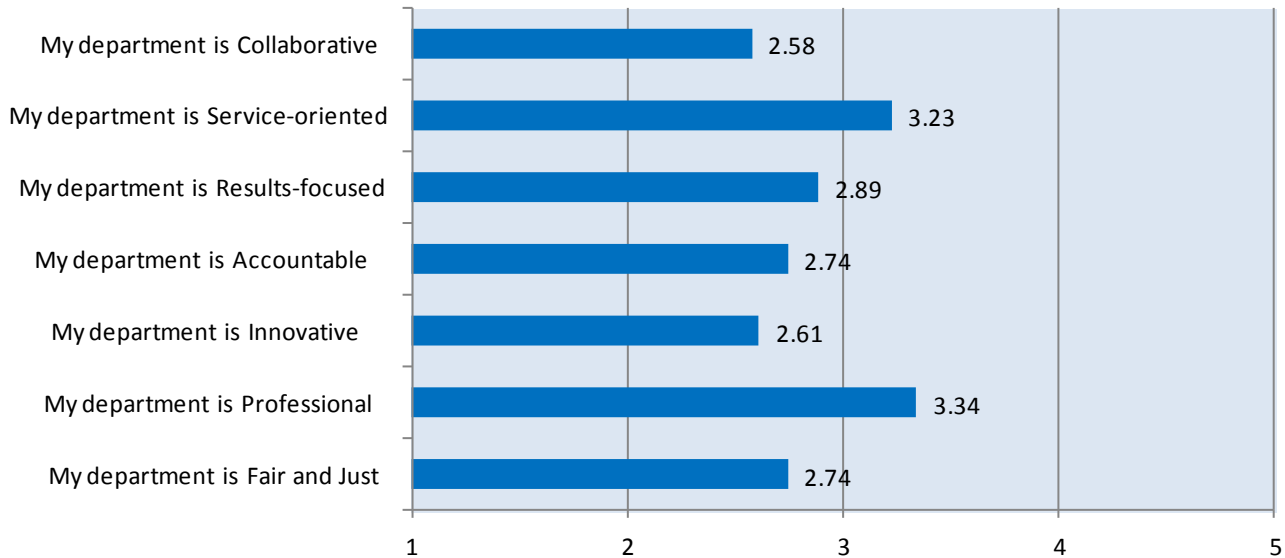


It should be noted here that lower scores for management are not unusual in a study of this nature. Managers, by nature and function, are somewhat disconnected from employees and are often responsible for implementing unpopular initiatives or budget cuts. Further, relationships with and perceptions of management are not normally predictive of employee satisfaction and engagement, unlike the critical relationship employees need to have with their immediate supervisors.

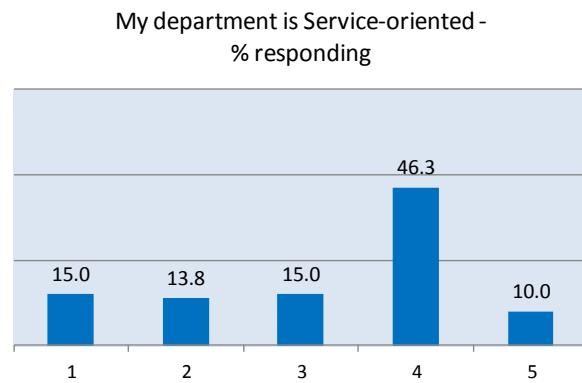
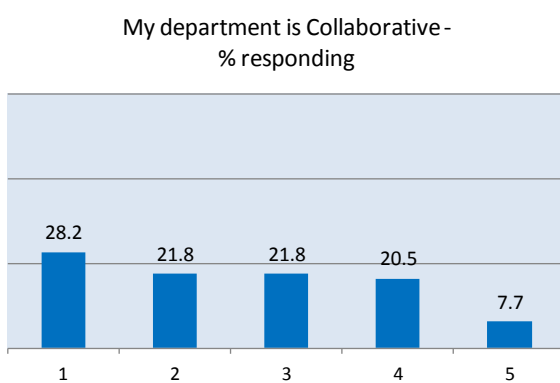
For this department in particular, we should anticipate lower scores given that reductions in force were announced the day prior to the survey's implementation.

## GUIDING PRINCIPLES

These results report the extent to which employees believe their departments reflect County guiding principles. DDES employees' perceptions of guiding principles in their department are lower, with only two categories scoring above the midpoint on a five-point scale. Employees report moderate perceptions regarding the department's service-oriented focus and the department's professionalism, though these scores are still much lower than the King County overall averages.

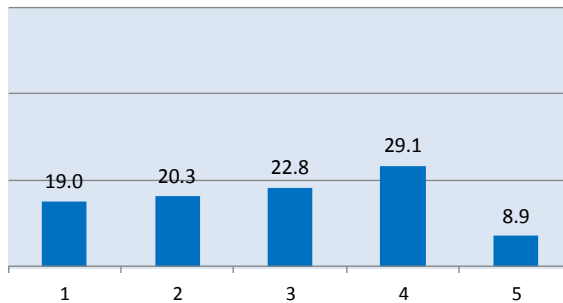


DDES employees are not positive about collaboration in the department with half reporting negative perceptions. More positively, almost 60% of respondents characterize DDES as service oriented.

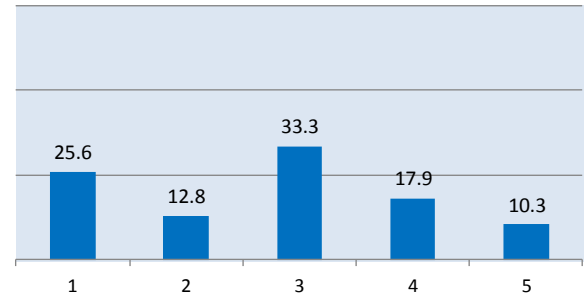


DDES employees are also not very likely to describe the department as results-focused or accountable, with the majority rating these principles neutrally or negatively.

My department is Results-focused -  
% responding

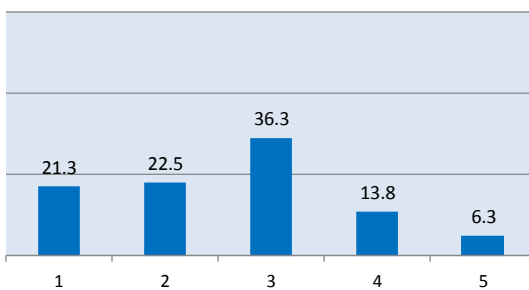


My department is Accountable -  
% responding

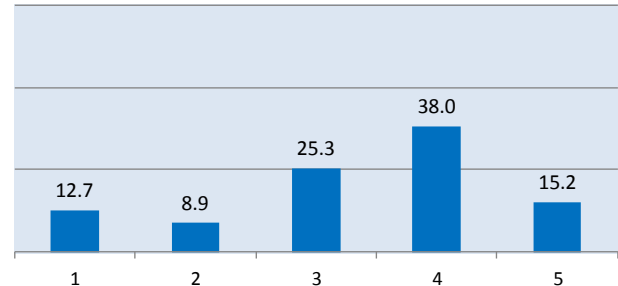


While only one quarter of respondents describe DDES as innovative, just over half are positive about the department's professionalism.

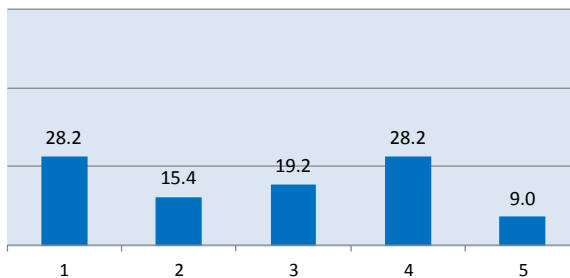
My department is Innovative -  
% responding



My department is Professional -  
% responding



My department is Fair and Just -  
% responding

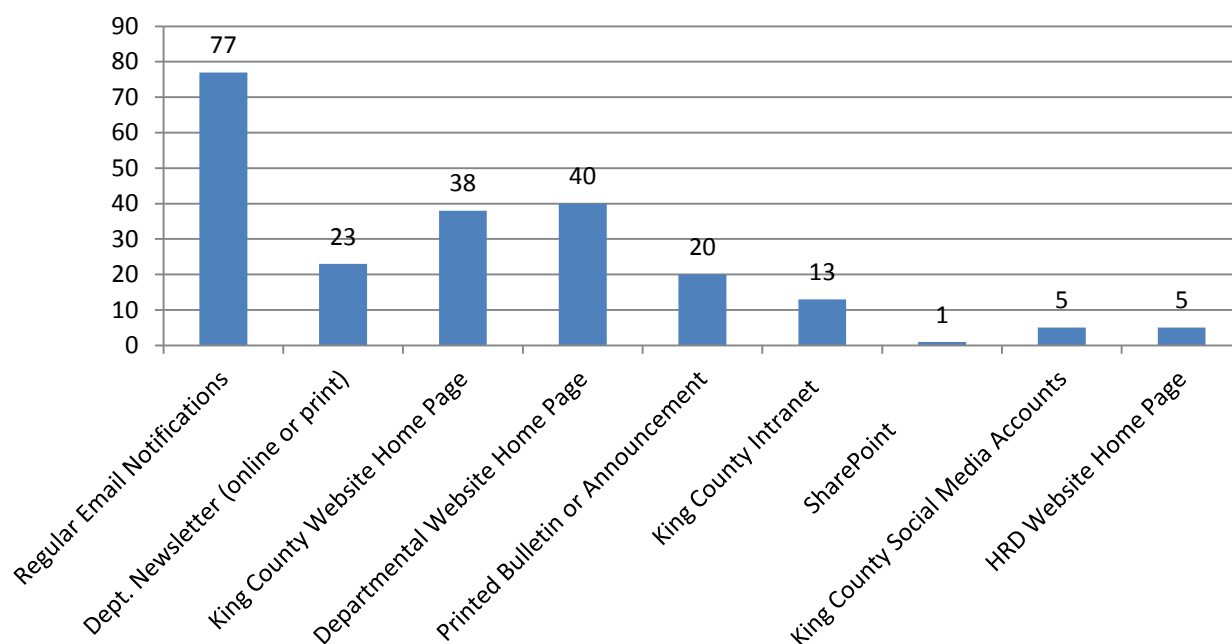


When asked if DDES is fair and just, just less than one-third of respondents answered positively.

## Communication Preferences

Employees were asked how they prefer to receive relevant information at King County. The chart below reports the total number of employees who listed each communication medium as their first, second, or third choice.

Similar to the findings for King County overall, the vast majority of DDES employees prefer to receive communication via regular email notifications. They are also most likely to access information via the departmental website and the King County homepage.



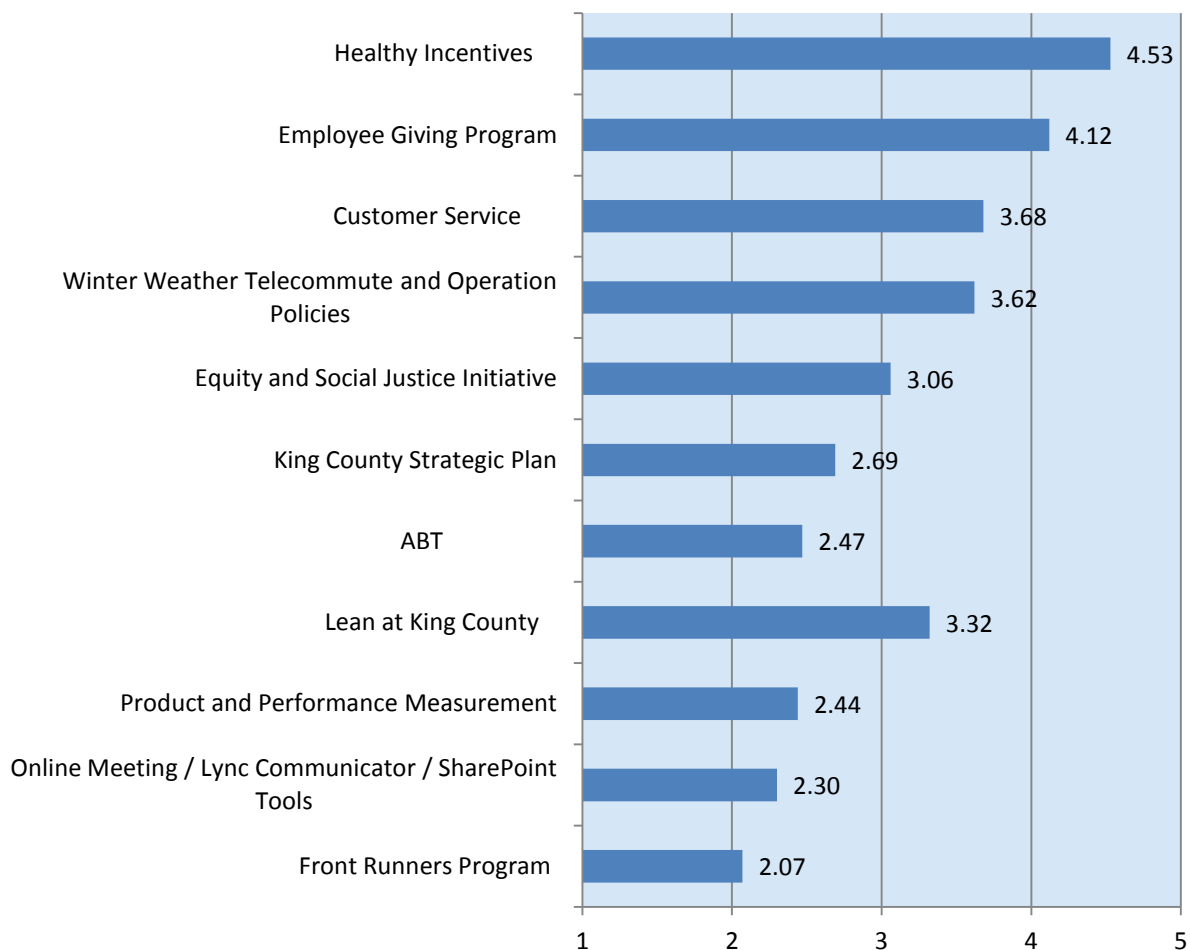
## Familiarity with King County Initiatives

Employees were asked to rate their familiarity with a range of King County initiatives using the scale to the right. While this scale is also five-point, major differences in scale design mean that these are not comparable to those in the rest of the study. Lower means indicate employees are not familiar and have low understanding of an initiative. Higher scores indicate both familiarity and understanding.

Consistent with overall results, DDES employees are most familiar with the “Healthy Incentive” program and least familiar with “Front Runners.” However, DDES respondents are more familiar with “Winter Weather Telecommute and Operation Policies” and much more familiar with “Lean at King County.”

### FAMILIARITY SCALING

1. I am not at all familiar with this effort; I do not know what this is
2. I have heard of this effort but do not know anything about it
3. I am somewhat familiar with what this effort is and what it is about
4. I am familiar with this effort and I understand what it is about
5. I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group



**APPENDIX:**  
**2012 King County Employee Survey**  
**(Paper Copy)**



**King County**

March 6, 2012

Dear fellow King County employee:

We need your opinion. We are speaking as “One King County” to ask you to complete the anonymous employee survey that is attached to this letter so we can better understand how we are doing as an employer, and how we are all working together toward the goals in the King County Strategic Plan.

As King County government’s most valuable asset, your participation will help us identify how we are meeting the Service Excellence and Quality Workforce goals of the King County Strategic Plan. We will also use this information to learn where we need to focus resources and tools to support improvements. Your candid responses are needed; the survey will be anonymous.

The survey is also available online if you would prefer to take it electronically:

<https://www.surveymk.com/s/KCEmployeeSurvey2012>. No identifying computer data (such as IP addresses) will be collected.

We look to you to help us continuously improve our quality public services to the people of King County. We appreciate your participation in the employee survey, and thank you for all you do.

Sincerely,

Dow Constantine,  
King County Executive

Lloyd Hara,  
King County Assessor

Sherril Huff,  
King County Elections Director

Dan Satterberg,  
King County Prosecutor

Sue Rahr,  
King County Sheriff

Larry Gossett, Chair  
King County Council District 2

Jane Hague, Vice Chair  
King County Council District 6

Bob Ferguson,  
King County Council District 1

Kathy Lambert,  
King County Council District 3

Larry Phillips,  
King County Council District 4

Julia Patterson,  
King County Council District 5

Pete von Reichbauer,  
King County Council District 7

Joe McDermott,  
King County Council District 8

Reagan Dunn,  
King County Council District 9





## 2012 King County Employee Survey

Please take a few minutes to complete the following questions by checking the box or circling your answer to each question. When you have finished, please seal your completed questionnaire in the attached envelope and mail it to our research consultant by **March 16, 2012**.

The purpose of this study is to better understand employee perceptions as they relate to a broad range of County initiatives and priorities. We will use this information in our strategic planning efforts and to improve how we meet the needs of our employees and customers. All responses will be kept anonymous; we are asking for demographic information only to help us understand differences across groups. Results will be reported in aggregate form; no single employee's response can or will be identified. To further protect the confidentiality of responses, we've asked our outside consultant, Communication Resources Northwest, to gather and analyze the data on our behalf.

If you have any questions about the study or your participation, you may contact Communication Resources' project manager, Meg Winch, directly at (877) 316-8344 or the King County project manager, Lynn Argento, at (206) 263-9644.

For alternative versions of this survey, please contact (206) 263-9644 or  
[KCEmployeeSurvey@kingcounty.gov](mailto:KCEmployeeSurvey@kingcounty.gov)

In what department or agency do you work? *Please check only one. (If you work with more than one, please check the department with which you are primarily associated.)*

- |  |   |
|--|---|
| <input type="checkbox"/> Adult & Juvenile Detention  | <input type="checkbox"/> DNRP: Parks & Recreation   |
| <input type="checkbox"/> Assessments   | <input type="checkbox"/> DNRP: Solid Waste  |
| <input type="checkbox"/> Community & Human Services  | <input type="checkbox"/> DNRP: Wastewater Treatment   |
| <input type="checkbox"/> DES: ABT / BRC (Accountable Business Transformation / Business Resource Center)                               | <input type="checkbox"/> DNRP: Water & Land Resources   |
| <input type="checkbox"/> DES: FBOD (Finance & Business Operations Division)  | <input type="checkbox"/> DOT: METRO Transit   |
| <input type="checkbox"/> DES: FMD (Facilities Management Division)   | <input type="checkbox"/> DOT: Road Services   |
| <input type="checkbox"/> DES: HRD (Human Resources Division)   | <input type="checkbox"/> DOT: Fleet Administration  |
| <input type="checkbox"/> DES: ORM (Office of Risk Management)  | <input type="checkbox"/> DOT: Airport   |
| <input type="checkbox"/> DES: OEM (Office of Emergency Management)   | <input type="checkbox"/> DOT: Director's Office   |
| <input type="checkbox"/> DES: RALS (Records and Licensing Services)  | <input type="checkbox"/> DOT: Marine  |
| <input type="checkbox"/> DES: Other (includes Director's Office, Office of Civil Rights, Alternative Dispute Resolution, Ethics, etc.) | <input type="checkbox"/> Elections  |
| <input type="checkbox"/> Development & Environmental Services  | <input type="checkbox"/> Executive Offices (including PSB)                                      |
| <input type="checkbox"/> DNRP: Director's Office   | <input type="checkbox"/> Judicial Administration  |
|  | <input type="checkbox"/> Legislative Offices (including Council, County Auditor, and Ombudsman) |
|  | <input type="checkbox"/> King County Information Technology                                     |
|  | <input type="checkbox"/> Prosecuting Attorney's Office  |
|  | <input type="checkbox"/> Public Health  |
|  | <input type="checkbox"/> Sheriff's Office   |

## OVERALL JOB SATISFACTION

Please rate your level of satisfaction with each of the following characteristics of your job using the 1-5 point scale where "1" means "I am very dissatisfied" and "5" means "I am very satisfied."

Please circle the number corresponding to your level of satisfaction.	1	2	3	4	5	N/A
	<i>I am very dissatisfied</i>	<i>I am dissatisfied</i>	<i>Neither dissatisfied nor satisfied</i>	<i>I am satisfied</i>	<i>I am very satisfied</i>	<i>Not sure / not relevant</i>
My job overall	1	2	3	4	5	0
The recognition I receive for doing good work	1	2	3	4	5	0
The level of challenge in my work	1	2	3	4	5	0
The supervision I receive	1	2	3	4	5	0
The resources provided to do my job	1	2	3	4	5	0

## WORKING AT KING COUNTY

Please provide your level of agreement with each of the following statements about working at King County using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
<b>Work Environment</b>						
I am proud to work at King County.	1	2	3	4	5	0
I would recommend King County as a good place to work.	1	2	3	4	5	0
In general, I am treated with respect, regardless of my race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability, or age.	1	2	3	4	5	0
Employees in my department treat each other (coworkers) with respect.	1	2	3	4	5	0
King County programs and policies support a work/life balance.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
<b>Mission and Goals</b>						
My work contributes to the success of King County.	1	2	3	4	5	0
I am familiar with my department's mission and goals.	1	2	3	4	5	0
My department's mission and goals give direction to my work.	1	2	3	4	5	0
I feel connected to the mission, guiding principles, and goals of the King County Strategic Plan.	1	2	3	4	5	0
I understand how my performance relates to my work group's goals and objectives.	1	2	3	4	5	0
<b>Personal Development and Achievement</b>						
I have a clear understanding of my career path and how to advance at King County.	1	2	3	4	5	0
In the last year, I have had opportunities to learn and grow professionally.	1	2	3	4	5	0
King County supports training to help employees perform effectively.	1	2	3	4	5	0
I feel personally responsible for keeping my knowledge and capabilities current.	1	2	3	4	5	0
When available, I take advantage of training opportunities.	1	2	3	4	5	0
<b>Resources and Decision-Making</b>						
The volume of work I have to do often keeps me from doing high quality work.	1	2	3	4	5	0
I feel comfortable making day-to-day decisions about my work.	1	2	3	4	5	0
I have the necessary tools and resources to do my job.	1	2	3	4	5	0
My skills are well matched to my work responsibilities.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
<b>Teamwork</b>						
My work group works well with other King County groups to solve problems and achieve common goals.	1	2	3	4	5	0
The teams in which I work function effectively to achieve their objectives.	1	2	3	4	5	0
Team problems are dealt with appropriately to avoid impacts to the work we do at the County.	1	2	3	4	5	0
<b>Communication</b>						
I have a clear understanding of what is expected of me in my job.	1	2	3	4	5	0
I receive the information I need to do my job.	1	2	3	4	5	0
I feel well informed about government-related King County events and employee news.	1	2	3	4	5	0
<b>Continuous Improvement</b>						
My department is open to new ideas to improve the way we work.	1	2	3	4	5	0
My suggestions to improve my work and the work environment are recognized as valuable.	1	2	3	4	5	0
My work group uses data effectively to learn and improve.	1	2	3	4	5	0
Process improvements are successfully implemented in my work group.	1	2	3	4	5	0
Quality gets the attention it deserves in my work group.	1	2	3	4	5	0
<b>Customer Service</b>						
My work group strives to provide high quality customer service.	1	2	3	4	5	0
My work group seeks feedback/input from customers.	1	2	3	4	5	0
My work group uses customer input to improve service delivery.	1	2	3	4	5	0
My work group is responsive to the needs and expectations of customers.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
<b>Performance Management</b>						
I regularly receive feedback about my work performance from my supervisor.	1	2	3	4	5	0
The feedback I do receive helps me learn and improve.	1	2	3	4	5	0
Have you received a performance appraisal in the last 12 months?	<input type="checkbox"/> Yes		<input type="checkbox"/> No		<input type="checkbox"/> N/A	
My last performance appraisal provided me with relevant information about my performance.	1	2	3	4	5	0
Superior performance is valued in my department.	1	2	3	4	5	0

## YOUR SUPERVISOR

For the following questions, please provide your level of agreement with each of the following statements using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My supervisor provides recognition for employees who do good work.	1	2	3	4	5	0
My supervisor communicates openly and honestly.	1	2	3	4	5	0
My supervisor encourages continuous improvement.	1	2	3	4	5	0
My supervisor provides clear direction.	1	2	3	4	5	0
My supervisor ensures I have what I need to do my job well.	1	2	3	4	5	0

## YOUR DEPARTMENT'S MANAGEMENT

For the following questions, please provide your level of agreement using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree." **Note: "Management" might include any or all of the following – Director, Deputy, Agency Head, Chief of Staff, etc.**

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My Department's Management has a clear vision for the Department.	1	2	3	4	5	0
My Department's Management communicates the Department's mission and goals.	1	2	3	4	5	0
My Department's Management communicates openly and honestly.	1	2	3	4	5	0
My Department's Management exercises strong leadership.	1	2	3	4	5	0
My Department's Management is visible to employees as a leader.	1	2	3	4	5	0
My Department's Management is transparent in decisions affecting employees.	1	2	3	4	5	0

## INTERNAL KING COUNTY INFORMATION ACCESS

Below is a list of methods to which we may be able to post information that is relevant to you as an employee. Please choose and rank three in order of what you prefer to use. Write "1" if the method is your most preferred option, "2" if the method is your second most preferred option, and "3" if the method is your third most preferred option. Leave other options blank.

Option/Method	Rank (Choose ONLY Three!)
Regular Email Notifications	
King County Website Home Page	
My Department Website Home Page	
Human Resources Division Website Home Page	
King County Social Media Accounts (for example: Facebook, Twitter)	
King County Intranet	
SharePoint	
Department Newsletter (online or print)	
Printed Bulletin or Announcements	

## GUIDING PRINCIPLE QUESTIONS

Following are statements that may describe your department. Please rate your level of agreement with each statement using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My Department is <b>Collaborative</b>	1	2	3	4	5	0
My Department is <b>Service-oriented</b>	1	2	3	4	5	0
My Department is <b>Results-focused</b>	1	2	3	4	5	0
My Department is <b>Accountable</b>	1	2	3	4	5	0
My Department is <b>Innovative</b>	1	2	3	4	5	0
My Department is <b>Professional</b>	1	2	3	4	5	0
My Department is <b>Fair and Just</b>	1	2	3	4	5	0

## COUNTYWIDE INITIATIVES

Please identify your level of familiarity with each of the following countywide efforts using the 1-5 point scale where "1" means "I am not familiar at all with this effort; I do not know what this is" and "5" means "I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group."

Please circle the number corresponding to your level of familiarity with each countywide effort.	1	2	3	4	5
	<i>I am not at all familiar with this effort; I do not know what this is</i>	<i>I have heard of this effort but do not know anything about it</i>	<i>I am somewhat familiar with what this effort is and what it is about</i>	<i>I am familiar with this effort and I understand what it is about</i>	<i>I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group</i>
Lean at King County	1	2	3	4	5
Equity and Social Justice Initiative	1	2	3	4	5
Healthy Incentives	1	2	3	4	5
Product and Performance Measurement	1	2	3	4	5
King County Strategic Plan	1	2	3	4	5
ABT	1	2	3	4	5
Winter Weather Telecommute and Operation Policies	1	2	3	4	5
Front Runners Program	1	2	3	4	5
Online Meeting / Lync Communicator / SharePoint Tools	1	2	3	4	5
Employee Giving Program	1	2	3	4	5
Customer Service	1	2	3	4	5



## BACKGROUND QUESTIONS

*The following questions ask some information about you and your role at the County. This information will NOT be used to identify you. We will use this information to better understand how different groups of employees think about the County and the work we do here. Please provide this information so we can best understand how our employees perceive the County.*

Is supervising employees a part of your job?

☐ Yes      ☐ No

Are you represented by a union?

☐ Yes      ☐ No

Which of the following best describes your position in King County? (*Please choose only one.*)

- |  |  |
|--|--|
| <input type="checkbox"/> Administrative Support (for example: administrative specialist, clerical, scheduling coordinator, secretary, legal assistant) | <input type="checkbox"/> Skilled Crafts – non-supervising (for example: carpenter, metal fabricator, truck driver, heavy equipment operator, electrician, facilities or vehicle maintenance) |
| <input type="checkbox"/> General Labor (for example: custodian, maintenance or parks specialist)   |  |
| <input type="checkbox"/> Transit Operator  | <input type="checkbox"/> Professional – non-supervising (for example: registered nurse, analyst, project/program manager, engineer, labor negotiator, database administrator, system tech)   |
| <input type="checkbox"/> Law Enforcement (for example: sheriff deputy, corrections officer)  |  |
| <input type="checkbox"/> Supervisor/Lead   |  |
| <input type="checkbox"/> Mid-Level Management  |  |
| <input type="checkbox"/> Senior/Executive Management   |  |

What is your primary work location?

☐ Downtown Seattle      ☐ Other work location

How long have you worked for King County?

☐ Less than 1 year    ☐ 1-5 years    ☐ 6-10 years    ☐ 11-15 years    ☐ 16-20 years    ☐ More than 20 years

*Note: This questionnaire does not indicate bargainable positions, and results will not be used to validate management's bargaining positions. Survey answers submitted do not constitute notice of a report or complaint under the County's non-discrimination and anti-harassment policy. All responses will be kept anonymous; we are asking for demographic information only to help us understand differences across groups. Results will be reported in aggregate form; no single employee's response can or will be identified.*

**THANK YOU FOR COMPLETING THIS SURVEY**



# **King County**

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